



General Assembly

Distr.: General
7 August 2014

Original: English

Sixty-ninth session

Item 136 of the provisional agenda*

Human resources management

Overview of human resources management reform: performance management

Report of the Secretary-General

Addendum

Summary

The present report is presented pursuant to General Assembly resolution 68/252, by which the Assembly requested the Secretary-General to submit to it for consideration at its sixty-ninth session a proposal to revise the performance management system.

Based on extensive research and consultations with Member States, staff (including a Staff-Management Committee working group dedicated to the issue), managers and the senior leadership of the Organization, the Secretary-General has concluded that the performance management system of the United Nations Secretariat is generally consistent with best practice but that it needs targeted change in some critical areas. Therefore, the proposed amendments to the performance management system contained in the present report are aimed at reforming key areas in response to the concerns of staff, management and the leadership of the Organization, as well as those of Member States.

The proposal, which aims to address the key challenges of the Secretariat's performance management system, contains the following key elements: (a) increasing accountability; (b) simplifying the policy and the appraisal process; (c) improving the management culture; and (d) addressing underperformance more effectively.

* A/69/150.



I. Background

1. The General Assembly, in paragraph 41 of its resolution 65/247, emphasized that a credible, fair and fully functioning performance appraisal system was critical to effective human resources management and requested the Secretary-General to ensure its rigorous implementation. In paragraph 42 of the same resolution, the Assembly requested the Secretary-General to continue to develop and implement measures to strengthen the performance appraisal system, in particular by rewarding staff for excellent performance and imposing sanctions for underperformance, and to strengthen the link between performance and career progression, in particular for those staff members in managerial positions.

2. In a report submitted to the General Assembly at its sixty-seventh session (A/67/324), the Secretary-General informed the General Assembly of the progress made since the adoption of resolution 65/247, namely: (a) increased oversight of the performance management and development system through the establishment of the Global Joint Monitoring Group and local joint monitoring groups; (b) introduction of a mandatory performance management learning programme for managers and plans to produce an e-learning performance management programme for all staff; (c) advancement of a draft staff-management awards and recognition framework; (d) clarification of the Performance Management and Development System (see ST/AI/2010/5 and Corr.1) with regard to the appropriate sanctions and actions to be taken for underperformance, as well as improved data on underperformance; (e) greater linkages between the performance management system and career development through the requirement to produce performance evaluations for recruitment and the publication of an online competency development guide; and (f) enhancement of the Inspira e-performance tool following the results of the initial pilot programme.

3. The General Assembly, in section I of its resolution 68/252, welcomed the ongoing efforts of the Secretary-General to develop a refined performance management framework for the Organization, and requested the Secretary-General to submit to it for consideration at its sixty-ninth session a comprehensive performance management proposal, including all necessary modalities and recommendations. The Assembly emphasized that the overarching objective of that proposal should be to credibly and effectively measure performance, reward good performance and sanction underperformance and that it should be easily understood by staff and management. Further, it stressed that the sanctioning of underperformance was crucial to ensure the efficient and effective execution of mandates, and urged the Secretary-General to clarify and simplify policies and procedures related to underperformance, bearing in mind the lessons learned from the jurisprudence of the administration of justice system.

4. By the same resolution, the General Assembly requested the Secretary-General to report progress in preparing the proposal through an information briefing to be held no later than at the end of the second part of its resumed sixty-eighth session. That briefing was provided to the Fifth Committee of the Assembly on 6 May 2014.

II. Performance management proposal

A. Introduction

5. As evidenced by the above-mentioned General Assembly resolutions and the efforts of the Secretariat in this area, it has long been recognized that a fair, credible and well-functioning performance management system is critical for optimal staff performance and the effective delivery of programmes. Performance management is a critical step in the Secretary-General's reform agenda and a key pillar of talent management which, with regard to staff selection and promotion, acknowledges the importance of rewarding staff who do well with career opportunities and, with regard to learning and career support, recognizes the need to support and develop all staff. Performance management is also linked to other important ongoing exercises, such as continuing appointments and downsizing and/or retrenchment exercises.¹ Therefore, the Organization has been engaged in a continuous process of strengthening the performance management system.

6. The Secretariat promulgated a new policy and tool (Inspira e-performance) in 2010. The changes were positively received because they placed greater emphasis on the role of managers in managing performance, introduced a more robust global monitoring scheme, changed the procedures concerning rebuttal panels, and introduced set processes on underperformance (and accompanying guidelines) which proved helpful in providing some direction, where none had existed, to managers dealing with underperformance.

7. Four years later, staff, management and Member States are all agreed on the need to go further and build on the improvements already made. The key challenges that remain are mainly cultural, behavioural and bureaucratic, and relate to roles, responsibilities and accountability, the overly complicated processes of the policy and tool, and underperformance. In determining how best to address these remaining challenges, the Office of Human Resources Management conducted extensive research on the performance management systems of United Nations programmes and funds, the specialized agencies, other international organizations, Member States and the private sector. The Office also consulted human resources professional associations and academics and held consultations with Member States, staff (including a Staff-Management Committee working group dedicated to this issue),² managers and the senior leadership of the Organization. The research and discussions have led to the conclusion that the challenges faced by the United Nations mirror, for the most part, those of other organizations and the private sector, inter alia, the need for more engagement on the part of senior managers, increasing

¹ Satisfactory performance ratings are required for eligibility for continuing appointment and additional points are allocated for the rating of "exceeds expectations"; in field operations, performance ratings are taken into account by comparative review panels in downsizing and/or retrenchment exercises.

² The Staff-Management Working Group on Performance Management and Development was established in 2009 to formulate proposals for the reform of the performance management system. It presented its key findings to the Staff-Management Committee in June 2013. The findings took into account the recommendations of the Global Joint Monitoring Group, which is also a staff-management body. The proposed changes to the policy were discussed with staff representatives at the meeting of the Staff-Management Committee in June 2014, when broad support was expressed for the proposed changes.

managerial accountability, establishing a fair and credible system, effectively handling underperformance, and keeping the tools and policies simple in order to ensure compliance.

8. The research and discussions also showed that the Secretariat's performance management system is generally consistent with best practice, insofar as it: (a) consists of a planning stage, when individual objectives derived from organizational priorities are formulated by the employee and his or her manager; (b) progress is monitored throughout the year; and (c) an end-of-year assessment is undertaken. While there are differences among systems (e.g. in rating scales, cycles, evaluation formats and other features) and some organizations with very different areas of work or cultures have unique systems, there were, overall, few fundamental differences in the approach or philosophy. As a result, the proposed amendments to the performance management system do not aim to overhaul the entire structure. Rather, it has become clear that what is needed is targeted change in some critical areas. The proposal presented aims, therefore, to reform key areas in response to the concerns of the staff, management and leadership of the Organization and those of Member States.

9. The proposal is, nevertheless, comprehensive in that it touches on and seeks improvement in all key aspects of the performance management system: the policy, the tool, the training and guidance required, and culture and accountability. Specifically, it consists of four main elements: (a) increased accountability for performance management, particularly at the managerial and leadership levels; (b) simplification of the performance management policy (ST/AI/2010/5 and Corr.1) and the Inspira e-performance tool; (c) an improved management culture; and (d) clarification of how to effectively address underperformance.

B. Increased accountability, particularly at the managerial and leadership levels

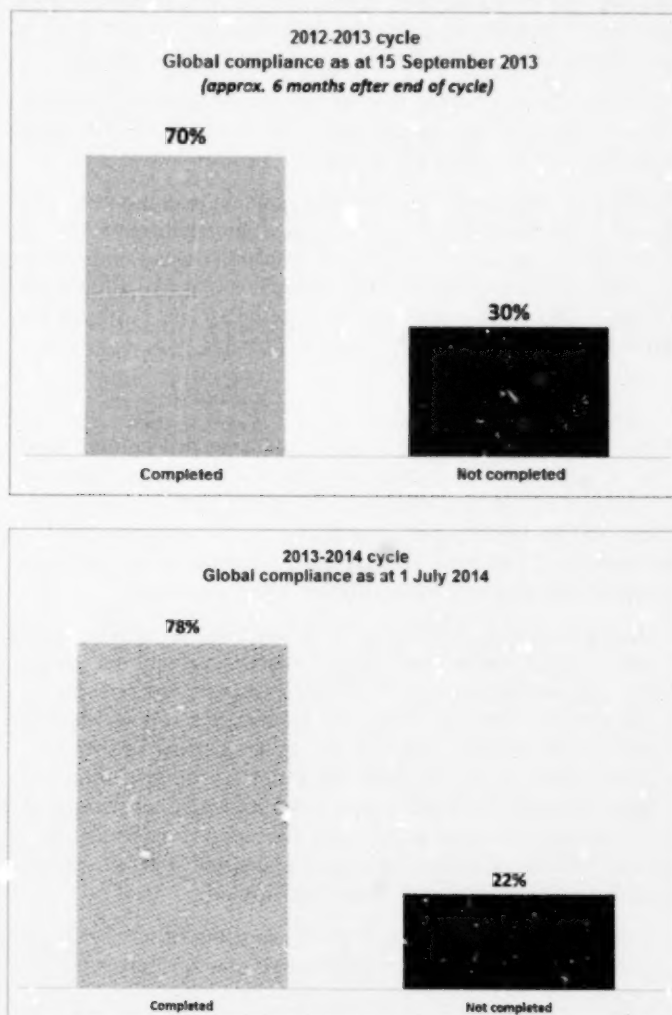
10. Based on consistent feedback from staff and from managers participating in mandatory performance management training, there is a perception that senior management does not actively prioritize performance management and that managers are not held accountable for poor management of their staff. Typically, senior leaders and managers are not held accountable for poor compliance with the procedures and deadlines for evaluating staff. The measures to be taken to increase accountability for performance management in the Organization are described below.

Senior leadership level

11. Research unequivocally shows that performance management systems are ineffective without the active support of the senior leadership. Therefore, it is proposed that heads of departments, offices or missions be required to play a more proactive role in performance management. In practice, this will require that they monitor compliance with policy, in particular deadlines. This monitoring function will also shed light on any inconsistency or fairness issues in the distribution of ratings within the department, office or mission. The senior management team will be expected to meet at least once a year to monitor progress made in regard to performance management responsibilities and to provide guidance to managers on compliance and ratings distribution, based on its observations.

12. To reinforce this oversight role of the heads of department, office or mission, performance management compliance became part of the senior manager compact in 2014. In addition, the Management Committee will each year review compliance and ratings distribution across the Secretariat, and compliance rates and ratings distribution for all departments, offices and missions will be published annually on the Organization's intranet platform, iSeek (see figure I).

Figure I
Global compliance



13. These measures are aimed at ensuring that the right tone is set at the senior management level, and that senior managers also carry out an important oversight function. In accordance with administrative instruction ST/AI/2010/5 and Corr.1, oversight and monitoring of performance management is undertaken by the Global Joint Monitoring Group and the joint staff-management monitoring groups, which

were to be introduced in 2011 to monitor the proper application of the policy at all duty stations. Such local joint monitoring groups have not, however, been established at most duty stations.³ Despite efforts to press departments, offices and missions to set up the groups, offices have reported that they do not have the capacity or the resources to carry out this important monitoring function in a meaningful way.

14. As a result, performance management data are not being consistently captured and analysed. It is noteworthy that one of the key recommendations emanating from the local joint monitoring groups that have been established is that senior management and leadership in departments, offices and missions should play a stronger role in ensuring compliance with the performance management system.

15. The proposed oversight and monitoring role of the senior leadership would, therefore, be stronger than the role and capacities of the current Global Joint Monitoring Group and the local joint monitoring groups.

16. In addition, the Office of Human Resources Management will improve the data-gathering capabilities of the Inspira tool and provide senior management, the Staff-Management Committee and local staff representatives with annual updates on compliance data, ratings and significant trends. These improved data will allow both staff and management to analyse progress and any setbacks in performance management more accurately and quickly than is currently possible.

Managerial level

17. Setting the right tone at the top will bring about a much-needed cultural shift in the Organization. The roles and responsibilities of first and second reporting officers, however, need to be clarified and reinforced to ensure that accountability trickles down to all levels. In this regard, staff, management, the senior leadership of the Organization and Member States have all expressed concerns about the weak manner in which the role of the second reporting officer is often carried out.

18. To address this, second reporting officers will be required to play a more proactive role in performance management. With regard to staff evaluations, second reporting officers will be required to engage with first reporting officers on all evaluations, including comments and ratings. Only after agreement has been reached between the first and second reporting officers will the first reporting officer hold the end-of-cycle discussions with his or her staff. This more proactive role will ensure greater fairness and consistency in evaluations and is expected, over time, to help address the cultural issue in the Secretariat of the tendency to overrate staff. The second reporting officer will also be required to play a larger role in identifying and addressing underperformance, as elaborated in section E below.

19. Another measure to ensure that both first and second reporting officers engage, comply and take the system seriously is the requirement that all managers be

³ The Global Joint Monitoring Group report for the 2010-2011 performance cycle was the first such report presented to the Staff-Management Committee. Only 23 of the local joint monitoring groups submitted reports, representing approximately 37 per cent of the reports expected. For the 2011-2012 cycle, 21 of the groups submitted reports to the Global Joint Monitoring Group. In its report for 2011-2012, the Global Joint Monitoring Group attributed the inability to establish local joint monitoring groups and/or the inability of groups to submit a report to reasons such as competing organizational priorities and heavy travel schedules of staff.

specifically assessed, in their own performance evaluations, on how they exercised their managerial or supervisory role.

Staff member level

20. Staff members will be expected to be proactive in achieving their work objectives. The proposed policy reinforces the role of staff members in maintaining dialogue with managers on their expected results; at the same time, first reporting officers will be expected to provide the necessary feedback and guidance to staff in this regard. Similarly, the proposed policy clarifies that, when performance shortcomings have been identified, staff members must cooperate with the efforts of the first and/or second reporting officers to improve their performance.

21. These measures are intended to empower staff members to assume greater ownership of their performance results and to increase the level of candid two-way communication between staff members and first reporting officers.

C. Simplification of the policy and the Inspira e-performance tool

22. Another major concern expressed by staff, managers, the senior leadership and Member States is the complexity of current performance management processes. This complexity has detracted from the essence of the performance management system, which is to foster productive relationships between staff members and their managers to ensure the achievement of organizational results. Such complexity also generates delays, which result in compliance problems and legal liabilities. Accordingly, the Secretary-General proposes to streamline the performance management policy and the Inspira e-performance tool to ensure that all stakeholders can easily understand them.

23. The performance management policy will be shortened to focus only on the essential steps of work planning and performance evaluations, and to clarify the roles and responsibilities of staff members, first reporting officers, second reporting officers, and human resources and executive offices. The specific steps proposed are described below.

Simplification of the work-planning process

24. Instead of the lengthy workplans drafted at the beginning of the performance cycle, each workplan will identify three to five key objectives for the year. These objectives should be derived from the staff member's key overall responsibilities and individual workplan which, in turn, should be linked to the overall workplan and priorities of the department, office or mission. This change in the listing of key objectives will have two significant advantages. First, it will focus staff members and their first reporting officers on the most important goals for the performance cycle. Second, it will ensure that staff members and first reporting officers do not encounter the delays that are currently experienced with the work planning phase of the cycle, whereby too much information needs to be inserted in the Inspira e-performance tool. This approach also conforms to best practice, whereby work planning is considered a fluid process that does not begin and end at one point in the year. Indeed, a detailed workplan should undergo modification throughout a given year if it is to remain accurate, whereas a set of overall objectives need not.

25. The personal development plan⁴ will also be removed from the Inspira e-performance tool. Experience has shown that addressing development as part of the tool has caused it to be used inconsistently or underutilized, thus diminishing its importance and creating confusion and delay in the performance management processes. To strengthen the personal development of staff, which remains critical to the Organization, more effort will be focused on training managers to have the capacity to develop properly the abilities of staff members and to give them the tools (through a revised approach to career support) to pursue their own career aspirations through a range of learning and career support activities. This will be supported by the new learning and career support strategy, one of the key objectives of which is the enhancement of career support. In support of the organizational goal of mobility and to further the career aspirations of staff members, the strategy will aim to provide staff with the career support and skill-building tools that will allow them to move to another position in the future and obtain wider experience in different parts of the Organization. These tools will be made accessible to all Secretariat staff, many of them through the human resources portal⁵ and the enterprise learning management system.

Ongoing dialogue

26. One key requirement that will be greatly emphasized is that of ongoing dialogue between staff members and their first reporting officers throughout the performance cycle. Data show that the midpoint review, which is supposed to take place halfway through the cycle, is rarely conducted in practice. One concern with the midpoint review is that best practice indicates that a single conversation in the middle of the performance cycle cannot substitute for ongoing feedback; many organizations have, therefore, eliminated it. Whether or not there is a midpoint review, the priority will be to ensure that ongoing dialogue takes place during the performance cycle and that specific training, guidelines and other tools will be provided to managers and staff on submitting and receiving feedback.

Simplification of the evaluation process

27. In recognition of the importance of evaluating how a staff member performs throughout a cycle, competencies will continue to be evaluated. Managers, however, will no longer be required to individually rate each competency, a process that was not found to add value to the evaluation. Instead, managers will be expected to highlight competencies that were particularly well demonstrated, as well as those for which there is room for growth. This will result in reducing the Inspira e-performance evaluation form to two sections (three for managers) and a single overall rating, thus making the evaluation less repetitive and cumbersome. This change will also ensure that managers evaluate staff in a more focused manner and place more emphasis on meaningful narrative. The evaluation process will be further simplified by the provision of comprehensive evaluation guidelines (see para. 30).

⁴ The personal development plan is a learning plan completed by the staff member, which sets out the competencies he or she wish to strengthen and his or her career aspirations with respect to professional development. It is distinct from the performance improvement plan, which is put in place by a manager when there are performance shortcomings.

⁵ The new human resources information website, launched in the third quarter of 2014.

D. Improved management culture

28. A further key concern of staff, managers, the senior leadership and Member States is the need for a strong management culture in the Organization. While recognizing that cultural shifts take time, changes to the performance management policy and e-performance tool will to some extent address this requirement. Significant examples are the clear engagement of the senior leadership and the more systematic evaluation of managers, supported through greater training and guidance.

Increased support for managers

29. Critical to this change is the need to support managers. The Organization is fully aware of the need to provide managers with comprehensive assistance to improve their managerial skills, knowledge and performance. The new learning and career support strategy sets out the improvement of management and leadership as one of the key corporate priorities of the United Nations Secretariat for the period 2014-2016. To this end, the Office of Human Resources Management will identify key skill and other gaps and revamp its managerial and leadership programmes accordingly. This will include guidance on the day-to-day proficiencies critical to managing staff effectively (e.g. proper work planning, how to provide feedback in a multicultural setting, holding difficult conversations, holding effective meetings, maintaining a harmonious working environment and documenting serious underperformance). Such training and guidance will also, resources permitting, eventually include other important managerial areas beyond the management of staff, such as finance, budget and procurement.

Improved guidance for managers on fairly evaluating staff

30. Comprehensive guidelines will be issued to managers on how to evaluate staff and assign ratings in a fair and consistent manner. These guidelines will make clear that a rating of "exceeds performance expectations", for example, is merited only on rare occasions, when a staff member does exceptional work that goes well beyond what was expected. Although some managers are concerned that high ratings are the only means they have of rewarding good performers, the guidelines will indicate the importance of using the comment boxes and/or narrative for this purpose and will explain how.

Introducing a culture of recognition

31. The guidelines on evaluating staff will also provide examples of the many ways in which managers can recognize staff. Experience in a broad range of successful organizations has shown that staff recognition — even when, as is the case at the United Nations, it cannot be done through pay and promotion — can nevertheless drive staff motivation, engagement and loyalty.

32. In addition, the Staff-Management Committee working group on performance management and development has prepared a draft awards and recognition framework as a means of rewarding and expressing appreciation to staff for exceptional contributions to the goals and mandates of the Organization.⁶ This

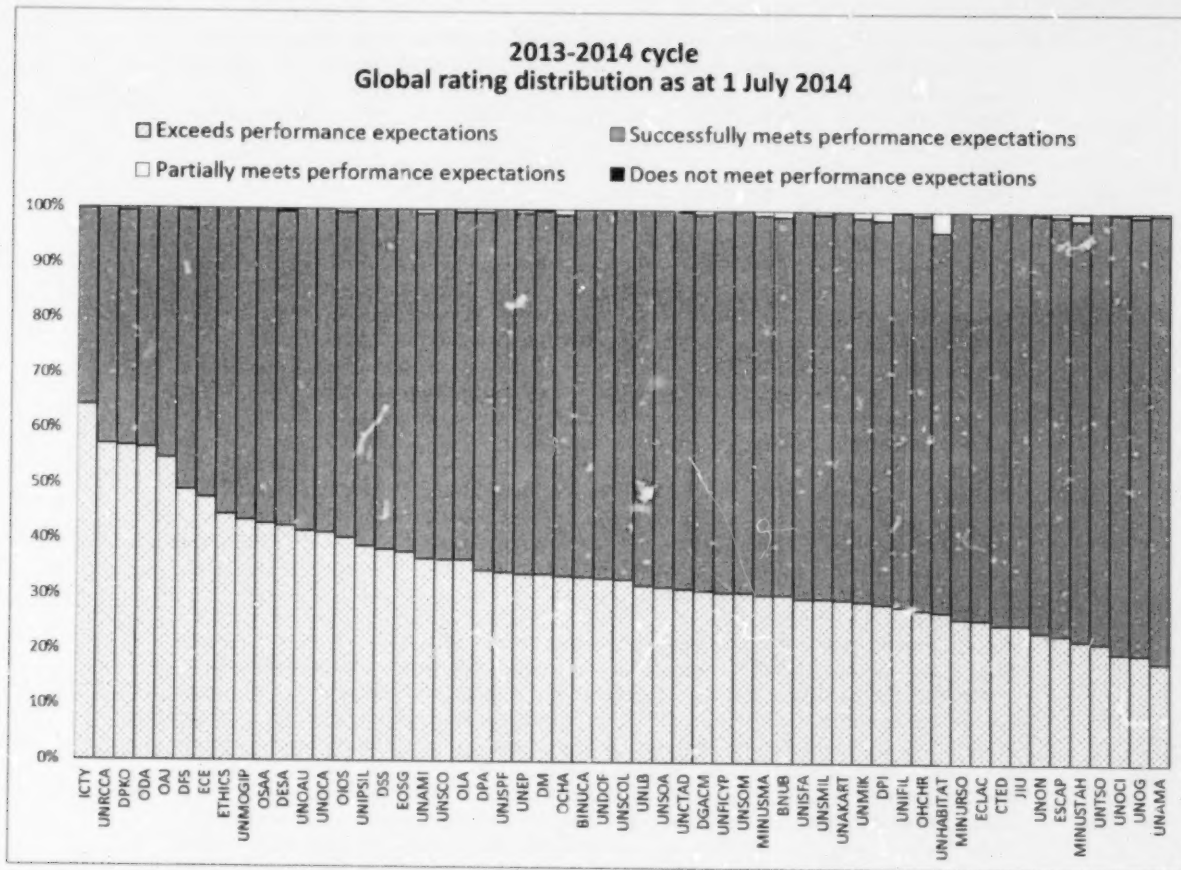
⁶ Awards generally come in the form of plaques, medals, certificates, etc., while rewards are generally financial.

framework is primarily intended to foster a culture of appreciation in the Organization and offer practical tips to managers on how they can engender such a culture in their office, through expressions of recognition and appreciation, in the absence of a pay-for-performance policy or other quantifiable rewards. The framework also provides an easy-to-follow process for granting annual awards in individual departments, offices and missions. While the performance management system aims to foster a culture of high performance, the awards and recognition framework will serve as an additional vehicle through which extraordinary contributions to the goals and values of the Organization can be recognized, whether by individuals or teams. The global UN21 Awards programme will also introduce an awards and recognition framework that will apply in all duty stations once the current performance management reform proposals have been implemented. This approach focuses on fostering a culture of recognition and appreciation and offers practical suggestions on engendering it in departments, offices and missions, such as showing appreciation, expressing praise, holding a celebration, and so on. Such an approach has been shown, in the absence of a pay-for-performance system, to have brought about a degree of increased staff motivation, engagement and loyalty in other organizations.

E. Clarification of how to effectively address underperformance

33. One of the foremost weaknesses of the Organization's current performance management system is its inability to effectively address underperformance. Many managers are afraid of complaints, of investigation, of rebuttal panels and of the justice system. Managers have also found that the provisions of the current policy, when applied in practice, do not enable them to address situations in which staff members are not performing satisfactorily. For example, there is no clear sequence of steps to be taken when dealing with underperformance and, when managers do take steps, they find it difficult to align them with the timelines of the cycle. Some first reporting officers also consider that they do not get support from their second reporting officer and/or senior managers when they do try to tackle underperformance. Data show, for example, that in the most recent performance cycle, only 1 per cent of staff received a rating of "partially meets performance expectations" or "does not meet performance expectations" (see figure II).

Figure II
Global ratings distribution as at 1 July 2014



(Footnotes on following page)

(Footnotes to figure II)

Abbreviations: BINUCA, United Nations Peacebuilding Support Office in the Central African Republic; BNUB, United Nations Office in Burundi; CTED, Counter-Terrorism Committee Executive Directorate; DESA, Department of Economic and Social Affairs; DFS, Department of Field Support; DGACM, Department for General Assembly and Conference Management; DM, Department of Management; DPA, Department of Political Affairs; DPI, Department of Public Information; DPKO, Department of Peacekeeping Operations; DSS, Department of Safety and Security; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; EOSG, Executive Office of the Secretary-General; ESCAP, Economic and Social Commission for Asia and the Pacific; Ethics, Ethics Office; ICTY, International Criminal Tribunal for the Former Yugoslavia; JIU, Joint Inspection Unit; MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MINUSTAH, United Nations Stabilization Office in Haiti; OAJ, Office of the Administration of Justice; OCHA, Office for the Coordination of Humanitarian Affairs; OHCHR, Office of the United Nations High Commissioner for Human Rights; ODA, Office for Disarmament Affairs; OIOS, Office of Internal Oversight Services; OLA, Office of Legal Affairs; OSAA, Office of the Special Adviser on Africa; UNAKRT, United Nations Assistance to the Khmer Rouge Trials; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNCTAD, United Nations Conference on Trade and Development; UNDOF, United Nations Disengagement Observer Force; UNEP, United Nations Environment Programme; UNFICYP, United Nations Peacekeeping Force in Cyprus; UN-Habitat, United Nations Human Settlements Programme; UNIFIL, United Nations Interim Force in Lebanon; UNIPSIL, United Nations Integrated Peacebuilding Office in Sierra Leone; UNISFA, United Nations Interim Security Force for Abyei; UNJSPF, United Nations Joint Staff Pension Fund; UNLB, United Nations Logistics Base at Brindisi, Italy; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMOGIP, United Nations Military Observer Group in India and Pakistan; UNOAU, United Nations Office to the African Union; UNOCA, United Nations Regional Office for Central Africa; UNOCI, United Nations Operation in Côte d'Ivoire; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi; UNRCCA, United Nations Regional Commission for Preventive Diplomacy in Central Asia; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOA, United Nations Support Office for the African Union Mission in Somalia; UNSOM, United Nations Assistance Mission in Somalia; UNTSO, United Nations Truce Supervision Organization.

34. It is important to note that the majority of the staff members of the Organization perform well and it is not the intention to build a system around the minority who underperform. At the same time, the current processes in this area are complex, and make it difficult for diligent managers to address underperformance.

35. It is proposed, therefore, that the policy and processes, in particular the roles and responsibilities of second reporting officers and human resources and/or executive offices, be amended to bring greater clarity and support to managers on the processes related to underperformance.

Clearer policy

36. The proposed policy will emphasize that managers must provide feedback to staff on a regular basis throughout the performance cycle and that underperformance must be dealt with without delay. The policy will also clarify that a number of sequential steps are available to deal with underperformance; these steps may differ,

depending on the circumstances of the case. Such steps are intended to ensure that managers are able to provide at an early stage as much assistance as possible to help the staff member to improve his or her performance.

37. In cases in which performance does not improve after such measures have been put in place, the next step would be to implement a performance improvement plan. If this also fails to bring about the required change in performance, managers would be expected, upon the endorsement of the second reporting officer, to impose administrative actions for underperformance. Such actions may include withholding a salary increment and/or the non-renewal or termination of the appointment for unsatisfactory service.

38. These revised provisions will be accompanied by an updated set of guidelines on addressing underperformance, which will include a performance improvement plan template and support on such topics as handling difficult conversations. The guidelines, which will replace the guidelines on addressing and resolving poor performance issued by the Office of Human Resources Management in 2011, will — most importantly — also incorporate lessons learned from the administration of justice system.

Enhanced role for the second reporting officer

39. According to the provisions of the proposed policy, the first reporting officer will be required to consult the second reporting officer in all cases of underperformance. There are three reasons for this. First, the engagement of the second reporting officer is intended to strengthen the management of underperformance by ensuring that the first reporting officer and staff member comply with relevant procedures and focus on objective criteria in the assessment of performance. Second, it ensures that a third party who is familiar with the work of the department, office or mission will be available to support the process by ensuring that there is a common understanding between the first reporting officer and the staff member of performance expectations. Third, more accountability is placed on the more senior manager; this is one of the key objectives of the proposed policy and is in line with the hierarchical structure of the Organization, which bestows increased responsibility and accountability at higher levels.

Increased human resources support

40. Research on best practice has shown that underperformance is dealt with most effectively when the human resources office acts in an advisory capacity throughout the reporting process. To this end, the Organization's human resources and executive offices will be expected to play a more active role in advising staff and managers involved in situations of underperformance. This will be particularly so in the exceptional situation where a staff member's second reporting officer is unavailable and there is no other manager to play the role of second reporting officer. While this will require enhanced training and guidance to better equip the staff of human resources and executive offices to undertake such an advisory role, it is critical to the success of the new policy.

Simpler rebuttal process

41. The rebuttal process was somewhat streamlined in administrative instruction ST/AI/2010/5 and Corr.1 but experience has shown that it is currently a major

source of delay in the underperformance processes and requires fine-tuning. The process will be improved in three significant ways.

42. First, one key source of delay has been the requirement that all panel members be at the same level as the first reporting officer. This has created significant delays in finding rebuttal panel members at the appropriate levels and in establishing the panels themselves. One change will be that only one panel member will be required to be at the same level as the first reporting officer whose evaluation is being rebutted. This change is expected to significantly reduce the delays.

43. Second, improved training and/or guidance will be provided to panel members before they serve on a rebuttal panel. Since most staff members have never served on a rebuttal panel and may never do so again, such training and guidance will enable them to learn quickly how to navigate the rebuttal process so that all parties receive a fair hearing and that due process is observed. It will also ensure that all rebuttal panels, no matter where they are located, carry out their work in a consistent manner and in accordance with the policy.

44. Third, in the event that a rebuttal panel decides to overturn the overall rating, it will be granted the authority to delete from the evaluation some or all of the first reporting officer's comments related to that rating. The absence of such a provision in the current policy has meant that some comments in evaluations where the rating was overturned no longer made sense. This change will ensure greater fairness and consistency in the final evaluation.

45. All of these measures are intended to ensure that performance issues are addressed at an early stage and that the steps for addressing underperformance are significantly streamlined and simplified.

III. Financial implications

46. The Inspira e-performance tool will need to be reconfigured in late 2014 or early 2015 in order to align it with the policy changes. These technical changes, which represent the main costs associated with the reforms, will be financed through existing resources, based on a reprioritization of current resources.

IV. Time frames

47. The draft policy will be finalized following consultation with staff representatives so that the necessary technical changes can be made and the Inspira e-performance tool tested prior to implementation. The aim is for the revised policy and the changes to the tool to enter into effect by April 2015, in time for the 2015-2016 performance cycle.

V. Conclusion

48. Reform of the Organization's performance management system is a goal that is truly shared by management, staff and Member States alike; no one is fully satisfied with the current system. Performance management is an integral part of the talent management framework. It is those who perform the best who should be rewarded

with new opportunities. At the same time, in terms of learning and development, the improved performance management system should bring about greater dialogue and engagement, making it easier to support and develop the abilities of those who perform less well, and to intervene at an earlier stage. The successful streamlining of the performance management system will in turn positively impact the other pillars of talent management.

49. Ultimately, any system, even an improved one, can succeed only if staff and managers truly engage with it. It is expected that these improvements will, in the long term, make the system more transparent and consistent, improve compliance rates and the quality of the evaluation process, and signal to staff and managers that performance management is taken seriously at the United Nations.

VI. Action to be taken by the General Assembly

50. The General Assembly is requested to endorse the revisions to the performance management system proposed in the present report.



General Assembly

Distr.: General
5 September 2014

Original: English

Sixty-ninth session
Item 136 of the provisional agenda*
Human resources management

Overview of human resources management reform: performance management

Report of the Secretary-General

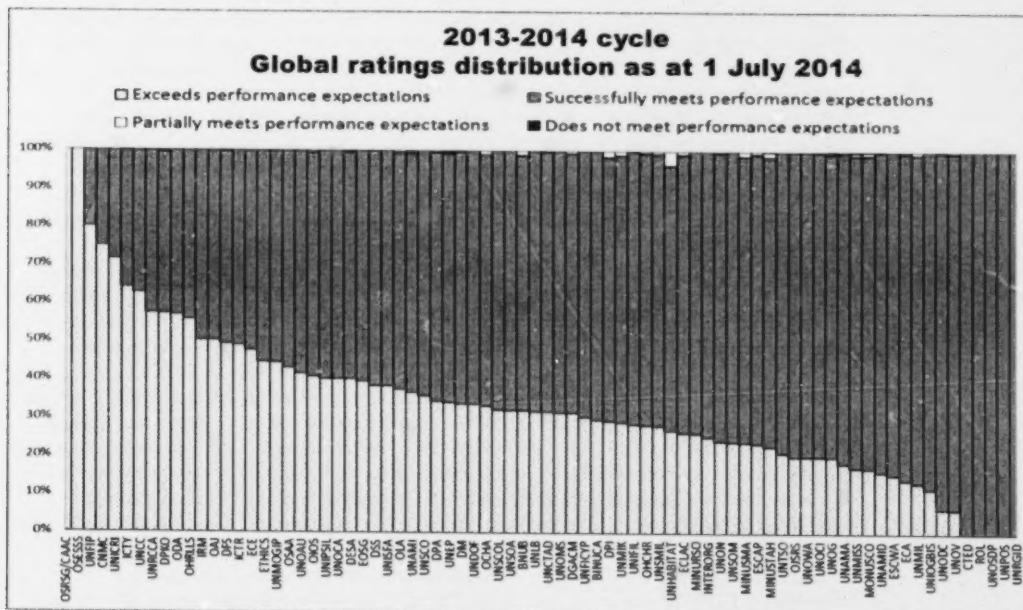
Addendum

Corrigendum

Figure II

Replace figure II with the figure below.

Figure II
Global ratings distribution as at 1 July 2014



(Footnotes on following page)

* A/69/150.

14-60529 (E) 110914



Please recycle



(Footnotes to figure II)

Abbreviations: BINUCA, United Nations Peacebuilding Support Office in the Central African Republic; BNUB, United Nations Office in Burundi; CNMC, Cameroon-Nigeria Mixed Commission; CTED, Counter-Terrorism Committee Executive Directorate; DESA, Department of Economic and Social Affairs; DFS, Department of Field Support; DGACM, Department for General Assembly and Conference Management; DM, Department of Management; DPA, Department of Political Affairs; DPI, Department of Public Information; DPKO, Department of Peacekeeping Operations; DSS, Department of Safety and Security; ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; EOSG, Executive Office of the Secretary-General; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; ETHICS, Ethics Office; ICTR, International Criminal Tribunal for Rwanda; ICTY, International Tribunal for the Former Yugoslavia; INTERORG, Inter-organizational bodies, including the secretariat of the Joint Inspection Unit; IRM, International Residual Mechanism for Criminal Tribunals; MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MINUSTAH, United Nations Stabilization Office in Haiti; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; OAJ, Office of the Administration of Justice; OCHA, Office for the Coordination of Humanitarian Affairs; ODA, Office for Disarmament Affairs; OHCHR, Office of the United Nations High Commissioner for Human Rights; OHRLLS, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; OIOS, Office of Internal Oversight Services; OJSRS, Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria; OLA, Office of Legal Affairs; OSAA, Office of the Special Adviser on Africa; OSESS, Office of the Special Envoy for the Sudan and South Sudan; OSRSG/CAAC, Office of the Special Representative of the Secretary-General for Children and Armed Conflict; ROL, Rule of Law Unit; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNCC, United Nations Compensation Commission; UNCTAD, United Nations Conference on Trade and Development; UNDOF, United Nations Disengagement Observer Force; UNEP, United Nations Environment Programme; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNFIP, United Nations Fund for International Partnerships; UN-Habitat, United Nations Human Settlements Programme; UNICRI, United Nations Interregional Crime and Justice Research Institute; UNIFIL, United Nations Interim Force in Lebanon; UNIOGBIS, United Nations Integrated Peacebuilding Office in Guinea-Bissau; UNIPSIL, United Nations Integrated Peacebuilding Office in Sierra Leone; UNISFA, United Nations Interim Security Force for Abyei; UNLB, United Nations Logistics Base at Brindisi, Italy; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNMOGIP, United Nations Military Observer Group in India and Pakistan; UNOAU, United Nations Office to the African Union; UNOCA, United Nations Regional Office for Central Africa; UNOCI, United Nations Operation in Côte d'Ivoire; UNODC, United Nations Office on Drugs and Crime; UNOG, United Nations Office at Geneva; UNOMS, Office of the United Nations Ombudsman and Mediation Services; UNON, United Nations Office at Nairobi; UNOSDP, United Nations Office on Sport for Development and Peace; UNOV, United Nations Office at Vienna; UNOWA, United Nations Office for West Africa; UNPOS, United Nations Political Office for Somalia; UNRCCA, United Nations Regional Commission for Preventive Diplomacy in Central Asia; UNRGID, United Nations Representative to the Geneva International Discussions; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOA, United Nations Support Office for the African Union Mission in Somalia; UNSOM, United Nations Assistance Mission in Somalia; UNTSO, United Nations Truce Supervision Organization.





General Assembly

Distr.: General
28 July 2014

Original: English

Sixty-ninth session

Item 136 of the provisional agenda*

Human resources management

Overview of human resources management reform: the young professionals programme

Report of the Secretary-General

Addendum

Summary

The present report is submitted pursuant to General Assembly resolutions 67/255 and 68/252, in which the Secretary-General was requested to conduct a comprehensive review of the method and format of the young professionals programme examination, develop and implement measures to accelerate the placement of successful candidates from the programme roster and monitor progress towards achieving improved geographical representation of underrepresented and unrepresented Member States. This report summarizes progress made with the implementation of the young professionals programme since its inception in 2011 and proposes additional improvements to the examination format and delivery methods.

* A/69/150.



I. Introduction

1. The General Assembly, in its resolution 67/255, requested the Secretary-General to conduct a comprehensive review of the method and format of the young professionals programme examination, including its cost implications, while ensuring a level playing field for candidates of all parts of the world, in order to ensure that it is conducted in the most efficient, effective and equitable manner possible. The present report summarizes progress made on the implementation of the young professionals programme since its inception in 2011, and proposes enhancements to the young professionals programme examination to further improve efficiency and effectiveness.

II. Background

2. In March 2011, in its resolution 65/247, the General Assembly approved a new young professionals programme, which would rejuvenate the Organization, providing an influx of young talent with fresh ideas to help it to respond to the needs of the twenty-first century with increased diversity and geographical representation. It would also enable the Organization to develop a pool of dynamic, adaptable and diverse young professionals to their full potential, which in turn would strengthen middle and senior management in the medium and long term. The new young professionals programme would also employ an efficient and effective examination process, making use of the latest technology. The existing eligibility requirements (maximum age limit of 32 for the young professionals programme) and available positions (use of 15 per cent of the positions at the P-1 and P-2 levels in field operations financed through the regular budget and voluntary contributions only) were maintained.

III. Progress made in the implementation of the young professionals programme

3. The enhancements, including technological improvements, which were implemented under the young professionals programme can be credited for its improved delivery. While further enhancements remain to be implemented, the various concrete improvements summarized below can be noted.

A. Number of participating States

4. In order to participate in the young professionals programme, Member States must be unrepresented, underrepresented or at the risk of becoming underrepresented at the end of the year preceding the examination year. Member State participation increased significantly under the young professionals programme (see annex, table 1). A comparison of the data from 2010 and under the new programme from 2011 to 2013 reveals that the number of successful Member States has also increased from 15 in 2010 to a range of 24 to 30 between 2011 and 2013.

B. Outreach

5. The Organization continues to undertake significant outreach efforts to countries which are unrepresented, underrepresented or at risk of becoming underrepresented through a dedicated unit in the Office of Human Resources Management. The unit promotes the young professionals programme through social media, virtual career fairs, print media and radio, as well as through collaboration with permanent missions, including outreach visits to unrepresented and underrepresented countries or regional hubs that attract nationals from those countries. To maximize impact, outreach is conducted both in target countries and in locations where a large numbers of nationals from unrepresented or underrepresented countries are present, including universities, professional associations and government offices. In this regard, in 2013 and early 2014, outreach visits have been conducted in the following countries: Barbados, Brazil, Canada, China, Czech Republic, Japan, Jamaica, Norway, Oman, Poland, Republic of Korea, Trinidad and Tobago, United Kingdom of Great Britain and Northern Ireland, South Africa and United States of America.

6. Improved targeted outreach activities through web-based communication methods have helped publicize the young professionals programme. The United Nations careers portal is the Organization's flagship outreach tool and is interfaced with the online recruitment tool, Inspira. The careers portal provides information to candidates regarding the programme and the application process.

7. In April 2011, the Secretariat launched a social media initiative to increase global access to information on career opportunities and the recruitment process at the United Nations. This included the establishment of a Facebook site to target students and young professionals, who are the potential applicants for the young professionals programme. As at June 2014, the Facebook page was visited weekly by up to 200,000 people worldwide. In a further effort to expand its social media presence, the Outreach Unit began posting in 2013 career information on Sina Weibo, which is a social media site widely used in China. In 2013, the Secretariat launched a virtual career fair in partnership with United Nations entities (United Nations Children's Fund, United Nations Development Programme, United Nations Population Fund, United Nations Office for Project Services and United Nations Volunteers programme) and the European Personnel Selection Office of the European Union. To date, three virtual career fairs, including a segment which promotes and explains the young professionals programme, have been held with the participation of approximately 19,000 people from 188 nations and territories. The Secretariat has also developed a shared and searchable outreach talent database of thousands of contacts, including professional associations, non-governmental organizations, government offices and officials and universities, and all information regarding the programme is regularly circulated to these contacts.

8. The Secretariat will continue to utilize its social media networks and virtual career fairs to promote the young professionals programme as well as work with Member States on outreach activities specific to the needs of their nationals to ensure that a wide range of nationals of participating Member States are aware of the programme.

C. Number of applicants

9. While basic eligibility requirements remain unchanged, a comparison of the data between 2010 and 2013 shows that there has been a dramatic increase in the number of applicants with little increase in young professionals programme resources (see annex, tables 1 and 2). The programme attracted a total of 100,501 applications between 2011 and 2013 (an average of 33,500 applicants per programme exercise).

D. Job openings and application process

10. With the development of Inspira, the automated web-based application of the Office of Human Resources Management, posting time for job openings has been reduced from 92 to 60 days, and a much larger volume of young professionals programme applicants are managed each year. Inspira is also increasingly able to support large numbers of applicants in their self-service tracking of applications for the programme, thus reducing the need to correspond via e-mail and electronically or manually generated letters. Beginning in 2014, applicants are able to view and monitor both their application and convocation status in Inspira.

E. Screening process, candidate ranking and convocation

11. Under the national competitive recruitment examination, applicants were screened manually for eligibility and specialized boards of examiners ranked the candidates. Since the first year of the young professionals programme, in 2011, screening has become much more streamlined. For the 2013 programme, some technical fine-tuning was introduced into the Inspira system to ensure its capacity to screen and convoke larger volumes of candidates. To date, a total of 15,790 applicants have been convoked to the written examinations under the programme, i.e. an average of 5,263 candidates per programme exercise (see annex, table 1).

1. Eligibility

12. Preliminary eligibility screening is fully automated in Inspira. The system filters the candidates who meet the minimum qualification requirements, including fields of study, stated in the job opening.

2. Relevant experience/ranking

13. The Inspira system is also used to "rank" the top 40 eligible candidates from each country in each job family. This second screening is partially automated, as the system ranks all candidates from a given Member State based on the number of years of educational and work experience of each candidate, as well as the number of United Nations official languages mastered. Currently, only the top 40 eligible candidates from each Member State are convoked to the young professionals programme examination. The system is not yet fully automated, however, as the Office of Human Resources Management must manually review and confirm that the work experience and expertise of the 40 top-ranked applicants are relevant for the job family concerned.

F. Specialized boards of examiners

14. Since 2011, specialized boards of examiners have been provided training in industry standards for exam development, a programme which has greatly improved the fairness, validity and reliability of the young professionals programme examination. Exam content has become more aligned with the needs of each job family, as board members have put greater emphasis on developing specialized papers that attract candidates with the expertise required in their particular job families. Departments are required to appoint a sufficient number of board members to meet the demands of the specialized boards (including full time release for test development and exam marking) during the exam cycle, and board members now have greater incentive to fully participate when nominated, as their contributions are recognized in their performance evaluations.

G. Examination process

1. Format

15. The young professionals programme continues as a three-part examination process: a two-part written examination, the general paper and the specialized paper, and an oral third part, a competency-based interview. The written portion of the exam currently lasts a total of four hours and 30 minutes. The parts are summarized as follows:

(a) The general paper has historically been of a general nature, taken by all convoked candidates in all job families, to test text-summarizing and drafting skills in English or French, and general knowledge of international affairs. Candidates are allocated 45 minutes for the general paper;

(b) The specialized paper, on the other hand, is an assessment tool developed separately by the specialized board of examiners of each job family and is given only to candidates in that particular job family, to test substantive knowledge. The specialized paper, which is presented in English or French, can include essays, short-answer questions, multiple-choice questions or other formats requiring a constructed response. The specialized paper may be answered in any one of the United Nations six official languages and candidates have three hours and 45 minutes to complete it;

(c) The oral interviews are conducted by the specialized boards of examiners as the final examination step and take place in either English or French.

16. Each year the format, order and content of the general and specialized papers have varied, and the specialized boards of examiners have used candidate scores at various stages in the examination cycle to eliminate lower-ranking candidates progressively, until the number of candidates remaining to be rostered equalled the number of job openings projected. Successful candidates passed various competitive cut-off points, as determined by the specialized boards. Under the 2012 young professionals programme, the multiple-choice question format was introduced in the general paper, asking candidates to respond to 50 international affairs questions of a general nature. The automated multiple-choice format not only enhanced efficiency in exam marking, but the exam content also helped to promote a more geographically balanced and knowledgeable candidate pool that advanced to the

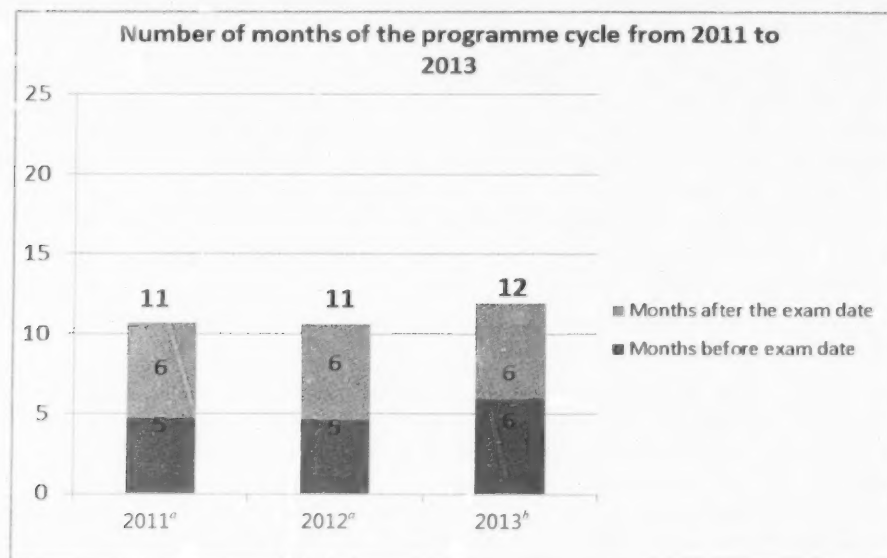
specialized paper. Specialized boards proposed sequencing changes to the various portions of the written examinations (general and specialized papers) in 2013 to improve the representation of candidates with specialized expertise, rather than those with general summarizing and drafting skills in English and French. For the 2013 programme, multiple-choice questions were developed for each of the five job families in English and in French, as part of the specialized paper, and served as a first cut-off point for each specialized board.

2. Method of delivery

17. The 2011, 2012 and 2013 written examinations of the young professionals programme remained paper-based, and were physically shipped to the United Nations-nominated test sites. Physical exam centres were identified with the help of participating Member States, based upon a minimum number of convoked candidates expressing interest or proximity to the test site. The examinations were simultaneously hand-written by all candidates worldwide. To reduce costs, starting with the 2012 programme, shortlisted candidates no longer travel for the interviews, which are held via teleconference.

H. Examination cycle

18. The exam cycle, from posting of the job opening to the release of results, was approximately 12 months under the 2013 young professionals programme (see annex, table 1). The processing time for marking papers, conducting interviews and finalizing the results has consistently taken only six months, as shown in the chart below.



^a In 2011 and 2012, the 60-day deadline was extended owing to technical issues.

^b In 2013, the issuance of job openings was staggered over a 95-day period.

I. Placement level

19. Under the young professionals programme, initial placement is generally made at the P-2 level; however, when a candidate possesses a first-level university degree without any experience, the candidate is placed at the P-1 level. If a candidate has a first-level university degree and two years of relevant work experience, or has a master's degree with or without relevant work experience, the candidate is placed at the P-2 level.

J. Successful candidates and rosters

20. Under the young professionals programme, a time limit has been established for rosters and successful candidates remain on the roster for two years. As at 30 June 2014, 72 successful 2011 candidates had been placed and 13 had not. Of the successful 2012 candidates, 35 had been placed and 58 remained on the roster. On 1 July 2014, an additional 109 candidates from the 2013 examination became available for assignment.

K. Career support: training

21. Under the programme, the Office of Human Resources Management offers a one-week induction programme developed specifically for young professionals programme staff, designed to enhance skills essential for success in a United Nations career, provide information on career development opportunities, familiarize staff with the core values and principles of the United Nations and facilitate networking between participants in the programme. The overall objectives are to help candidates selected from the roster to better understand the Organization, prepare them for mobility and future leadership positions, and connect them with peers. The programme is composed of reading and online training that participants complete on their own before participating in a week-long, face-to-face orientation programme. The mentoring programme has also been redesigned to better support young professionals programme staff. They are assigned to senior colleagues at the P-5 level, who are trained as mentors. The current programme has received high rates of satisfaction from participants.

IV. Proposed improvements to the young professionals programme

22. Building on recent advances and improvements in effectiveness, the young professionals programme could become more efficient and it is therefore proposed that the current format and the test-delivery methods (currently all manual, paper-based and physically invigilated by United Nations staff) be revised. The Office of Human Resources Management proposes to eliminate the general paper and to increase the automation of the screening and assessment mechanisms, with the overall goal of reducing the young professionals programme time frame and costs of examination development, administration and marking.

A. Changes that could be implemented within existing resources

23. For 2015, in order to help address the challenges associated with conducting the exam simultaneously in multiple time zones, the Office of Human Resources Management plans to eliminate the general paper in its entirety. This would reduce the young professionals programme examination to two parts beginning in 2015: the specialized paper, including a mandatory essay or essays and multiple-choice questions, and the oral interview. This would also reduce the actual examination time by 45 minutes, from four hours and 30 minutes to three hours and 45 minutes, making it easier to conduct across multiple time zones.

24. Elimination of the general paper as part of the examination would offer several other benefits. The time and level of effort of board members and test administrators would be decreased, as the general paper would not have to be developed, marked and factored in by specialized boards into each candidate's overall score and invigilation would not be required. Both the examination cycle and costs would also be reduced. In lieu of testing the candidates on the skills assessed through the general paper, candidates would be required to provide proof of language proficiency in English or French during the initial application screening phase of the process. Candidates would be required to attach or append relevant documentation to their applications. The criteria could be met in several ways, including through the presentation of: (a) a degree or certificate from a university or equivalent, where the major language of instruction is either English or French; or (b) a language certificate accepted by the United Nations from an approved external language testing entity. This step would help to ensure that only candidates who are proficient in English or French are convoked to the exam.

B. Examination offered by job network rather than job family

25. In order to align the young professionals programme with the new mobility and career development framework, it is proposed that, beginning with the 2016 programme, examinations be offered by job network rather than by specific job family. At the moment, there are 8 job networks and 40 job families, but the current structure is under review in the context of mobility implementation. Conducting the exam by job network would serve to reduce the overall number of examinations held and the time and effort associated with constituting a specialized board for each job family. This proposed transition would begin with the job network of Political, Peace and Security (POLNET) in 2016 to coincide with the mobility programme for that network planned in the same year. The POLNET examination would cover a broad range of general subjects related to political, peace and security issues as well as subjects relevant to specific areas of job families within the job network, so that successful candidates may be considered for a wide range of positions in that job network.

C. Changes that would require additional resources

26. In addition, the Office of Human Resources Management has explored the introduction of an automated pre-test as part of the young professionals programme examination. Currently, the top 40 eligible candidates are identified through a combination of manual and automated screening. Instead, all eligible candidates

(with a relevant academic degree for the particular young professionals programme job opening) could be required to take a computer-based online test without invigilation. This automated test would include questions related to cognitive skills and abilities and situational judgement, as well as questions based on the United Nations competencies. Candidates who pass this test would be those who demonstrate the minimum skills and abilities required for young professionals programme positions, as measured through objective assessments, not simply those with the highest level of education or work experience. If more than 60 candidates pass from a participating Member State in a job opening, then the top 60 candidates with the highest scores would be convoked to the examination specialized papers. Convoking the top 60 candidates would represent an increase from the top 40 candidates convoked through the second screening under the current format. The statistics from past examinations show that, on average, 15 to 20 per cent of candidates who are convoked do not show up for the examination. Taking this "no show" rate into account, the top 60 candidates would be convoked to the specialized papers.

27. In response to the General Assembly's request in resolution 67/255, paragraph 41, a study was undertaken in January 2013 to explore the feasibility of improving the administration of the programme examination, to gain efficiencies in screening and conducting examinations using online or computer-based methods, while giving due consideration to candidates from all parts of the world.

28. Another emerging best practice in the area of recruitment is the use of cognitive skills and abilities and situational judgement testing. From September 2013 to April 2014, as part of this feasibility study and in an effort to standardize and achieve consistency in the assessment of applicants across positions, a global general services test was developed to replace the administrative support assessment test, an eligibility requirement for candidates applying to positions in the General Service category. Through the study, the Office of Human Resources Management found that using work-related situational judgement questions was an effective technique for assessing competencies across occupations in the United Nations. Given the volumes of applicants that might be deemed eligible for advertised positions, the study further explored the feasibility of using a computer-based platform to deliver tests online. The testing and delivery methods used in the global general services test were very effective in screening candidates for their knowledge, skills, competencies and abilities and followed best practice in the testing industry. A key recommendation from the global general services test project was that the approach, testing method and delivery mechanism (online or computer-based) used for the global general services test could also be employed as a method for both screening and assessment in the young professionals programme examination (which also involved screening of a large number of applicants).

29. The feasibility study included a review of in-house computer systems and those hosted or provided by external service providers, along with the initial investment and future costs implications of the solutions reviewed. After comparing the costs and benefits presented by an open-source platform that the Secretariat could host, the team found that this solution would offer the best return on investment over time and would include the security measures required to conduct online recruitment exams and tests.

30. The Office of Human Resources Management will continue to develop this idea and will revert to the General Assembly with a detailed proposal, including anticipated additional resources required to research, design and develop a question bank for the automated pre-test and to secure a computer-based delivery platform in the future.

V. Legacy rosters from national competitive recruitment examinations

31. Under the national competitive recruitment examinations, rosters were open indefinitely and, as at 23 June 2014, a total of 84 candidates remained unplaced from the legacy rosters of those examinations, representing 31 Member States in 19 job families. Where possible, the Organization continues to recruit candidates from these rosters for both regular budget positions and extrabudgetary positions.

32. The Secretariat has made some progress in reducing the legacy rosters by placing more candidates in positions and proposes that those candidates who have been on the legacy rosters for more than seven years be removed. This would eliminate the legacy rosters in their entirety by December 2018. The Secretariat will continue its efforts to reduce the number of active candidates on the legacy rosters until 2018, through a combination of placement and removal from roster following an indication that candidates no longer wish to remain.

VI. Actions to be taken by the General Assembly

33. **The General Assembly is invited:**

- (a) **To take note of the present report;**
- (b) **To approve the removal of candidates from the legacy rosters of national competitive recruitment examinations after seven years and to abolish those rosters in 2018.**

Annex

Supplementary information on the young professionals programme examinations

Table 1
General information

	<i>National competitive recruitment examinations</i>	<i>Young professionals programme</i>			
	2010	2011	2012	2013	2014
Date of examination	1 December 2010	7 December 2011	5 December 2012	3 December 2013	4 December 2014
Month all results released	July 2011	June 2012	June 2013	June 2014	June 2014
Portal/Platform	Inspira/Manual	Inspira	Inspira	Inspira	Inspira
Job opening/Notice posting date ^a	7 July 2010	11 July 2011	13 July 2012	3 June 2013	14 June 2014
Application period (days) for each job opening	74	63	68	60	60
Number of days process took (from posting of first job opening to release of all results) ^a	359	326	323	363	–
Number of months process took	11.8	10.7	10.6	11.9	–
Number of Member States invited ^b	58	111	106	92	78
Number of Member States participating	35	76	79	63	54
Number of applicants (including those from non-participating Member States)	13 744	36 791	41 952	22 685	–

^a The posting of the job openings may be staggered by job family and the posting date of the first job opening may vary.

Thus, the number of days from the posting date of the first job opening to the release of all exam results may vary each year.

^b Member States that, as at 1 January of each year, were unrepresented, underrepresented or in danger of becoming underrepresented in the system of geographical distribution.

Table 2

Costs

(United States dollars)

	<i>National competitive recruitment examinations</i>	<i>Young professionals programme</i>		
	2010	2011	2012	2013
Staff cost	1 016 480	1 018 594	1 461 918	1 498 275
Consultant fees	41 240	72 100	79 288	13 800
General temporary assistance	—	—	—	—
Overtime	647	—	—	—
External printed and online advertisement (The Economist, Le Monde and Jeune Afrique worldwide versions) (3)	32 200	32 200	—	9 170
Printing of examinations papers	18 595	35 385	34 870	40 455
Shipping of examination materials (to examination centres and back)	15 000	30 000	30 000	25 000
Rental of examination venue(s) (New York)	11 385	33 352	—	—
Miscellaneous (e.g. taxi fares)	—	—	—	—
Subtotal, administrative costs	77 180	130 937	64 870	74 625
Travel of examination administrators	46 640	99 686	61 531	29 856
Travel of board members for training, development of examination material and marking of specialized written examination	—	45 567	228 146	124 815
Travel of board members for oral examinations	69 391	29 072	52 515	9 090
Travel of candidates to oral examinations	245 515	141 154	—	—
Subtotal, travel costs	361 546	315 479	342 192	163 761
Total	1 497 093	1 537 110	1 948 268	1 750 461

Table 3
Number of successful candidates to the young professionals programme between 2011 and 2013 by Member State and job family

Member State	Total	2011				2012				2013			
		Administration		Humanitarian affairs information		Public information statistics		Architecture		Radio producer		Economic affairs	
		Administration		Humanitarian affairs information		Public information statistics		Architecture		Radio producer		Economic affairs	
Algeria	2	-	-	-	-	-	-	-	-	-	-	-	-
Australia	12	1	1	1	1	1	1	1	1	1	1	1	1
Austria	9	3	1	1	1	1	1	1	1	1	1	1	1
Barbados	1	-	-	-	-	-	-	-	-	-	-	-	-
Belarus	2	-	-	-	-	-	-	-	-	-	-	-	-
Belgium	7	-	1	1	1	1	1	1	1	1	1	1	1
Brazil	9	-	1	1	1	1	1	1	1	1	1	1	1
China	11	-	-	-	-	-	-	-	-	-	-	-	-
Colombia	1	-	-	-	-	-	-	-	-	-	-	-	-
Comoros	1	-	-	-	-	-	-	-	-	-	-	-	-
Costa Rica	1	1	-	-	-	-	-	-	-	-	-	-	-
Denmark	1	-	1	-	-	-	-	-	-	-	-	-	-
Dominican Republic	1	-	1	-	-	-	-	-	-	-	-	-	-
Estonia	1	1	-	-	-	-	-	-	-	-	-	-	-
Finland	4	1	-	-	-	-	-	-	-	-	-	-	-
France	17	3	1	4	2	1	1	2	1	1	1	1	1
Germany	18	2	-	2	1	1	1	1	1	1	1	1	1
Greece	2	-	1	-	-	-	-	-	-	-	-	-	-
Hungary	3	-	-	-	-	-	-	-	-	-	-	-	-
India	3	-	-	-	-	-	-	-	-	-	-	-	-
Indonesia	5	-	-	-	-	-	-	-	-	-	-	-	-
Italy	7	3	1	1	1	1	1	1	1	1	1	1	1
Japan	1	-	-	-	-	-	-	-	-	-	-	-	-
Latvia	1	-	-	-	-	-	-	-	-	-	-	-	-
Lithuania	3	-	1	1	1	1	1	1	1	1	1	1	1
Malaysia	4	-	-	-	-	-	-	-	-	-	-	-	-
Mexico	3	-	-	1	1	1	1	1	1	1	1	1	1
Netherlands	9	1	-	-	-	-	-	-	-	-	-	-	-
New Zealand	4	-	1	1	1	1	1	1	1	1	1	1	1

Member State	2011				2012							2013			
	Total	Administration	Humanitarian affairs information	Public information	Statistics	Architecture	Radio producer	Economic affairs	Information technology	Political affairs	Social affairs	Finance	Legal affairs	Public information	Statistics
Norway	2	1	1	-	-	-	-	-	-	-	-	-	-	-	-
Pakistan	4	-	1	-	-	-	-	1	-	1	1	-	-	-	-
Poland	9	-	-	-	-	-	-	-	1	-	1	1	-	2	3
Portugal	5	-	-	-	-	-	2	-	1	-	-	1	-	-	1
Republic of Korea	3	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Republic of Moldova	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Romania	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Slovakia	3	1	-	-	-	-	-	-	-	-	1	-	-	-	-
Slovenia	5	-	-	1	2	-	-	2	-	-	-	-	-	-	-
Spain	16	1	1	2	-	3	-	-	2	2	1	1	-	-	2
Sweden	4	-	2	-	-	-	-	-	-	-	-	1	1	-	-
Switzerland	9	2	2	-	-	-	-	-	-	-	-	-	-	-	1
The former Yugoslav Republic of Macedonia	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Togo	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-
Turkey	9	-	1	1	-	-	-	1	-	-	1	1	1	-	-
United Kingdom of Great Britain and Northern Ireland	17	3	-	3	1	1	1	5	1	-	3	-	-	-	-
United States of America	33	4	4	1	2	2	2	4	1	1	2	3	3	2	4
Total	266	30	23	21	11	11	5	25	20	15	21	26	19	9	19
Member State count	-	17	18	12	9	7	3	14	14	10	15	17	9	9	6
															10

Note: The number of successful candidates provided in the table does not include those from non-professional categories who passed the competitive examination for recruitment to the Professional category.





General Assembly

Distr.: General
2 September 2014

Original: English

Sixty-ninth session

Agenda item 136 of the provisional agenda*

Human resources management

Overview of human resources management reforms: assessment of the system of desirable ranges

Report of the Secretary-General

Addendum

Summary

The present report is submitted pursuant to paragraph 46 of General Assembly resolution 67/255.

The present report will review the current system of desirable ranges as adopted in resolution 42/220 A.

The Secretary-General invites the General Assembly to take note of the present report, approve the recommended changes and give further guidance to the Secretariat, as appropriate.

* A/69/150.



I. Introduction

1. The present report is submitted pursuant to paragraph 46 of General Assembly resolution 67/255, in which the Assembly requested the Secretary-General to present proposals for a comprehensive review of the system of desirable ranges, no later than at its sixty-ninth session, with a view to establishing a more effective tool for ensuring equitable geographical distribution in relation to the posts financed through the regular budget.
2. The present report has been requested further to a previous report of the Secretary-General (A/65/305/Add.2) submitted in 2010 pursuant to resolution 63/250, in which the General Assembly had recognized that considerable change had taken place in the composition and the number of staff of the global United Nations Secretariat in the previous two decades and had requested proposals similar to those mentioned in paragraph 1 above in relation to the total number of staff of the global Secretariat (sect. IX, para. 17). In his 2010 report, the Secretary-General had presented scenarios of changes in desirable ranges that included varying the weights of existing factors (membership, population and contribution) and changing the base figure (number of geographical posts) to include other types of posts, such as language or peacekeeping. In addition, during its deliberations, the General Assembly had requested the Secretary-General to provide other scenarios that included additional weights and factors (troop and police contributions and assessments for peacekeeping operations). The origins and initial purpose of the system of desirable ranges were also described in the same report (sect. II, paras. 3-13).
3. After deliberations, the General Assembly decided not to change the system of desirable ranges but that staff members would now retain geographical status when serving against a geographical post, except those recruited under the young professionals programme (resolution 65/247, para. 66). Previously, if staff members obtained geographical status, they retained it even if serving against a non-geographical post, for instance a peacekeeping post. Subsequently, between 30 June 2010 and 30 June 2011, the number of staff with geographical status decreased from 2,886 (A/65/350, para. 32) to 2,049 (A/66/347, para. 36), mainly as a result of a number of staff being reported as geographically undefined. Over the same period, the number of unrepresented Member States increased from 12 to 20 and that of underrepresented Member States from 31 to 56 (A/65/350, table 19, and A/66/347, table 20). After an extensive review of data for staff counted towards the desirable range, the number of those geographically undefined was reduced to nil. As at 30 June 2014, there were 2,901 staff with geographical status (see A/69/292), with 15 Member States unrepresented and 38 underrepresented (see annex, table 2, columns 3 and 4).
4. In his report to the General Assembly at its sixty-seventh session (A/67/324, para. 102), the Secretary-General sought guidance as to the type of posts and the sources of funding that should be included (regular budget, peacekeeping, support account, etc.), whether the contribution weighting factor should be amended accordingly and whether the posts to be counted should be established for a minimum length of time (for example, more than five years, in line with the post envelope for continuing appointments). In response, the Assembly specified in paragraph 46 of its resolution 67/255 that the posts to be considered were those financed through the regular budget.

5. The present report contains a review of the current system of desirable ranges, which has remained mostly unchanged since its adoption in resolution 42/220 A, in 1987 (see A/59/724, table 1, Chronological evolution of the determining factors and the baseline in the system of desirable ranges).

II. Review of the system of desirable ranges

A. Current system of desirable ranges

6. For all the complexity of the issue, the Secretary-General's view is that the current system of desirable ranges has served well in practice as, at 30 June 2014, only 342 persons (9.8 per cent of the 3,500 base figure) needed to be recruited from unrepresented and underrepresented Member States for all Member States to be within or over their desirable range (see annex, table 1, column 11, for the number of nationals needed to be recruited from each Member State). This number is smaller than that of vacant geographical posts and of posts temporarily encumbered by staff without geographical status as at 30 June 2014 (see A/69/292).

7. A review of the steps necessary for determining the desirable range and representation of individual Member States as at 30 June 2014 is provided below.

Step 1: determining the geographical posts (base figure) for the system of desirable ranges

8. The population of geographical posts provides the base figure¹ used for the determination of all desirable ranges under the current system, which was originally 2,700² on 1 January 1988, and had increased to 3,500 on 30 June 2014 (see A/69/292). The base figure includes only posts funded under the regular budget in the Professional and higher categories in the Secretariat, with certain exclusions,³ such as language posts, and the General Assembly has reaffirmed in its resolution 65/247 that the base figure is applicable to regular budget posts only (sect. VII, para. 67).

Step 2: determining the factors and the weighting for the system of desirable ranges

9. The factors and their respective weights determine how the geographical posts (base figure) are distributed under the system of desirable ranges. The desirable range of each Member State is determined through the application of the respective factors and weights to the base figure, which are then added together to establish a midpoint. Originally, the system of desirable ranges used only one factor (contributions). The factors of membership and population were added in 1962 with resolution 1852 (XVII).⁴ After the introduction of these additional factors, the weights applied to factors varied until 1988 but have since remained unchanged. The Secretary-General believes that the final decision as to what factors and weights should be applied to the system of desirable ranges rests with the General Assembly and he stands ready to

¹ The base figure represents the population of geographical posts rounded down to the nearest hundred (resolution 42/220 A, sect. III, para. 1 (f)).

² Resolution 42/220 A, sect. III, para. 1 (a).

³ For exclusions, see A/65/305/Add.2, para. 22.

⁴ General Assembly resolution 1852 (XVII).

provide scenarios if requested by the Assembly, to facilitate the deliberations during the present session.

Step 2.1: determining the membership factor

10. The principle that all Member States should be represented in the Secretariat is reflected in the membership factor, which is applied equally to all Member States. The membership factor posts of each Member State is equal to 7.25 posts and is calculated as the membership factor weight (40 per cent) multiplied by the base figure (3,500) and divided by the number of Member States (193), that is:

$$(40\% \times 3,500) \div 193 = 7.25^5$$

Step 2.2: determining the population factor

11. The differences in population among Member States are taken into account through the population factor. It is based on the proportion of the population of each Member State relative to the total population of all Member States. It is calculated for each Member State as the population factor weight (5 per cent) multiplied by the base figure (3,500), multiplied by the individual Member State's population and divided by the total population of all Member States,⁶ that is:

$$(5\% \times 3,500 \times \text{population of the Member State}) \div 7,207,558,000 = \text{population factor posts of the Member State}^7$$

Step 2.3: determining the contribution factor

12. The remaining posts that are allotted to the contribution factor are distributed to the Member States in proportion to the latest scale of assessments of the regular budget. They are calculated for each Member State as the contribution factor weight (55 per cent) multiplied by the base figure (3,500) and multiplied by the percentage of the Member State's contribution to the regular budget, that is:

$$55\% \times 3,500 \times \text{percentage of the Member State's contribution to the regular budget} = \text{contribution factor posts of the Member State}^8$$

Step 2.4: determining the midpoint

13. The midpoint of a Member State's desirable range is determined by adding up the posts distributed to the State through the application of the membership, population and contribution factors described in steps 2.1, 2.2 and 2.3 above. The sum of all the individual Member States' midpoints is equal to the base figure.⁹

Step 2.5: determining the lower and upper limits of the desirable range

14. The lower and upper limits were established to give the Secretary-General some flexibility in appointing staff and avoid having a midpoint as the rigid goal for equitable geographical distribution. The lower and upper limits of the desirable

⁵ See annex, table 1, column 2, for the membership factor of each Member State.

⁶ Available from http://esa.un.org/unpd/wup/CD-ROM/WUP2014_XLS_CD_FILES/WUP2014-F01-Total_Urban_Rural.xls.

⁷ See annex, table 1, column 3, for the population factor of each Member State.

⁸ See annex, table 1, column 4, for the contribution factor of each Member State.

⁹ See annex, table 1, column 5, for the midpoint of each Member State.

range extend 15 per cent upward and downward from the midpoint of each Member State, but not fewer than 4.8 posts up and down, with the upper limit of the range being not fewer than 14 posts. The calculations for the lower and upper limits, which are based on factors valid as at 1 January 1988, are explained below.

Step 2.5a: determining the lower limit of the desirable range

15. The lower limit is 15 per cent downward from the midpoint, but not fewer than 4.8 posts. The figure of 4.8 is calculated as the base figure (2,700) multiplied by the membership factor weight (40 per cent) and divided by the number of Member States at 1 January 1988 (159), minus the minimum lower limit set in resolution 31/26 (2), that is:

$$[(2,700 \times 40\%) \div 159] - 2 = 4.8^{10}$$

Step 2.5b: determining the upper limit of the desirable range

16. The upper limit is equal to an increase of 15 per cent upward from the midpoint, but not less than 4.8 posts. The figure of 14 posts was decided by the General Assembly in resolution 42/220 A, even though the calculation is equal to 12, its being the base figure (2,700) multiplied by the membership factor weight (40 per cent) and divided by the number of Member States at 1 January 1988 (159), plus the 4.8 posts as calculated above, that is:

$$[(2,700 \times 40\%) \div 159] + 4.8 = 12^{11}$$

Step 3: determining the representation status of individual Member State

17. Once the lower and upper limits of a Member State's desirable range have been calculated, the number of its nationals with geographical status¹² is calculated and compared with its desirable range to determine its representation status.¹³ The General Assembly has decided that staff members should retain geographical status when serving against a geographical post, except those recruited under the young professionals programme (resolution 65/247, para. 66).

18. A Member State is considered "unrepresented" when none of its nationals serving in a post subject to geographical distribution has gone through the established selection process. It is "underrepresented" when the number of its nationals appointed to such posts is below the lower limit of the desirable range. It is "within range" when the number of its nationals appointed to such posts is between the upper and lower limits of the desirable range. Finally, it is "overrepresented" when the number of its nationals appointed to such posts exceeds the upper limit of the desirable range.

¹⁰ See annex, table 1, column 6, for the down from the midpoint of each Member State and table 1, column 7, for the lower limit of their desirable range.

¹¹ See annex, table 1, column 6, for the up from the midpoint for each Member State and table 1, column 8, for the upper limit of their desirable range.

¹² See annex, table 1, column 9, for the number of staff with geographical status of each Member State.

¹³ See annex, table 1, column 10, for the representation status of each Member State.

B. Recommended changes to the system of desirable ranges

Recommended change 1: updating the calculation of step 2.5a to determine the lower limit of the desirable range

19. The minimum downward from the midpoint of 4.8 posts described in step 2.5a above was calculated based on values valid as at 1 January 1988 (base figure of 2,700 and 159 Member States). As the base figure and number of Member States have changed over time, the figure of 4.8 should be updated accordingly. If this is agreed, as at 30 June 2014, the 4.8 posts would become 5.3 posts and would be calculated as the base figure (3,500) multiplied by the membership factor weight (40 per cent) and divided by the current number of Member States (193), minus the minimum lower limit set in resolution 31/26 (2),¹⁴ that is:

$$[(3,500 \times 40\%) \div 193] - 2 = 5.3 \text{ (rounded figure)}$$

20. As shown in the annex, table 2, the change would mean an increase in the number of Member States from 25 (column 7) to 88 (column 12), with a minimum lower limit of 2. This would increase the number of Member States that are within range from 120 (column 5) to 127 (column 10). The calculation would be updated every six months to take account of any change in the base figure or number of Member States.

Recommended change 2: updating the calculation of step 2.5b to determine the upper limit of the desirable range

21. The minimum upper limit of 14 posts described in step 2.5b above, like the lower limit, is calculated on the basis of values valid as at 1 January 1988 (base figure of 2,700 and 159 Member States). While the calculation adds up to 12 posts, the General Assembly decided to maintain the minimum upper limit at 14 posts. As the base figure and number of Member States have changed over time, the minimum upper limit should also be changed to 13 posts as at 30 June 2014 and be calculated as the base figure (3,500) multiplied by the membership factor weight (40 per cent) and divided by the current number of Member States (193), plus the figure of 5.3 posts calculated in paragraph 19,¹⁵ that is:

$$[(3,500 \times 40\%) \div 193] + 5.3 = 13 \text{ (rounded figure)}$$

22. As shown in the annex, table 2, this change would result in 107 Member States (column 17) with an upper limit of 13 posts: 88 with 2 to 13 posts and 19 with 3 to 13 posts. The recommended change would increase the number of Member States that are within range from 120 (column 5) to 126 (column 15). The calculation would be updated every six months to take account of any change in the base figure or number of Member States.

¹⁴ See annex, table 2, for a comparative summary of desirable ranges of each Member State and table 3, columns 6-8, for the desirable range of each Member State.

¹⁵ See annex, table 2, columns 13-17, for a comparative summary of Member States' desirable ranges and table 3, columns 9-11, for the desirable range of each Member State. Recommended change 2 shown in tables 2 and 3 also includes recommended change 1.

III. Conclusion and recommendations

23. Regardless of the outcome of the discussions of the General Assembly on the system of desirable ranges, the Secretary-General would like to highlight to the Assembly his continued efforts to address the issues of representation of Member States in the Secretariat (see A/69/190 and Add.3).
24. The Secretary-General stands ready to provide additional scenarios for the calculation of desirable ranges if requested by the General Assembly, to facilitate the deliberations during the current session.
25. The Secretary-General invites the General Assembly to take note of the present report, approve the recommended changes and give further guidance to the Secretariat, as appropriate.

Annex

8/23

Table 1
Calculations of the desirable range of Member States as at 30 June 2014

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	Step 2.4 (5.2.3.4) Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	Step 2.5a (7.5.6) Lower limit (midpoint minus down from the midpoint)	Step 2.5b (7.5.6 or 14 posts) Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	No. of staff needed to be recruited from unrepresented and underrepresented Member States (11-7-9)
Afghanistan	7.25	0.76	0.10	8.11	4.80	3	14	1	Under	2
Albania	7.25	0.08	0.19	7.52	4.80	3	14	10	Within	
Algeria	7.25	0.97	2.64	10.86	4.80	6	16	7	Within	
Andorra	7.25	0.00	0.15	7.40	4.80	3	14	1	Under	2
Angola	7.25	0.54	0.19	7.98	4.80	3	14	0	Un	3
Antigua and Barbuda	7.25	0.00	0.04	7.29	4.80	2	14	1	Under	1
Argentina	7.25	1.01	8.32	16.58	4.80	12	21	37	Over	
Armenia	7.25	0.07	0.13	7.45	4.80	3	14	10	Within	
Australia	7.25	0.57	39.92	47.74	7.16	41	55	52	Within	
Austria	7.25	0.21	15.36	22.82	4.80	18	28	30	Over	
Azerbaijan	7.25	0.23	0.77	8.25	4.80	3	14	6	Within	
Bahamas	7.25	0.01	0.33	7.59	4.80	3	14	6	Within	
Bahrain	7.25	0.03	0.75	8.03	4.80	3	14	1	Under	2
Bangladesh	7.25	3.85	0.19	11.29	4.80	6	16	18	Over	
Barbados	7.25	0.01	0.15	7.41	4.80	3	14	4	Within	
Belarus	7.25	0.23	1.08	8.56	4.80	4	14	3	Under	1
Belgium	7.25	0.27	19.21	26.73	4.80	22	32	29	Within	
Belize	7.25	0.01	0.02	7.28	4.80	2	14	2	Within	
Benin	7.25	0.26	0.06	7.57	4.80	3	14	9	Within	
Bhutan	7.25	0.02	0.02	7.29	4.80	2	14	2	Within	
Bolivia (Plurinational State of)	7.25	0.26	0.17	7.68	4.80	3	14	6	Within	
Bosnia and Herzegovina	7.25	0.09	0.33	7.67	4.80	3	14	3	Within	
Botswana	7.25	0.05	0.33	7.63	4.80	3	14	8	Within	
Brazil	7.25	4.91	56.48	68.64	10.30	58	79	38	Under	20

14-60177

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	Step 2.4 Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	(7-5-6) Step 2.5a Lower limit (midpoint minus down from the midpoint)	(7-5-6 or 14 posts) Step 2.5b Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	No. of staff needing to be recruited from unrepresented and underrepresented Member States (11-7-9)
Brunei Darussalam	7.25	0.01	0.50	7.76	4.80	3	14	1	Under	2
Bulgaria	7.25	0.17	0.90	8.32	4.80	4	14	18	Over	
Burkina Faso	7.25	0.42	0.06	7.73	4.80	3	14	4	Within	
Burundi	7.25	0.25	0.02	7.52	4.80	3	14	7	Within	
Cabo Verde	7.25	0.01	0.02	7.28	4.80	2	14	1	Under	1
Cambodia	7.25	0.37	0.08	7.70	4.80	3	14	3	Within	
Cameroon	7.25	0.55	0.23	8.03	4.80	3	14	22	Over	
Canada	7.25	0.86	57.44	65.55	9.83	56	75	89	Over	
Central African Republic	7.25	0.11	0.02	7.38	4.80	3	14	2	Under	1
Chad	7.25	0.32	0.04	7.61	4.80	3	14	1	Under	2
Chile	7.25	0.43	6.43	14.11	4.80	9	19	26	Over	
China	7.25	34.03	99.10	140.38	21.06	119	161	71	Under	48
Colombia	7.25	1.19	4.99	13.43	4.80	9	18	13	Within	
Comoros	7.25	0.02	0.02	7.29	4.80	2	14	0	Un	2
Congo	7.25	0.11	0.10	7.46	4.80	3	14	4	Within	
Costa Rica	7.25	0.12	0.73	8.10	4.80	3	14	9	Within	
Côte d'Ivoire	7.25	0.51	0.21	7.97	4.80	3	14	3	Within	
Croatia	7.25	0.10	2.43	9.78	4.80	5	15	11	Within	
Cuba	7.25	0.27	1.33	8.85	4.80	4	14	5	Within	
Cyprus	7.25	0.03	0.90	8.18	4.80	3	14	3	Within	
Czech Republic	7.25	0.26	7.43	14.94	4.80	10	20	8	Under	2
Democratic People's Republic of Korea	7.25	0.61	0.12	7.98	4.80	3	14	1	Under	2
Democratic Republic of the Congo	7.25	1.68	0.06	8.99	4.80	4	14	11	Within	
Denmark	7.25	0.14	12.99	20.38	4.80	16	25	24	Within	
Djibouti	7.25	0.02	0.02	7.29	4.80	2	14	4	Within	
Dominica	7.25	0.00	0.02	7.27	4.80	2	14	1	Under	1
Dominican Republic	7.25	0.26	0.87	8.38	4.80	4	14	7	Within	

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	(5-2-3-4) Step 2.4 Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	(7-5-6) Step 2.5a Lower limit (midpoint minus down from the midpoint)	(7-5-6 or 14 posts) Step 2.5b Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	(11-7-9) No. of staff needing to be recruited from unrepresented and underrepresented Member States
Ecuador	7.25	0.39	0.85	8.49	4.80	4	14	14	Within	
Egypt	7.25	2.02	2.58	11.85	4.80	7	17	22	Over	
El Salvador	7.25	0.15	0.31	7.71	4.80	3	14	9	Within	
Equatorial Guinea	7.25	0.02	0.19	7.46	4.80	3	14	1	Under	2
Eritrea	7.25	0.16	0.02	7.43	4.80	3	14	5	Within	
Estonia	7.25	0.03	0.77	8.05	4.80	3	14	4	Within	
Ethiopia	7.25	2.34	0.19	9.78	4.80	5	15	27	Over	
Fiji	7.25	0.02	0.06	7.33	4.80	3	14	12	Within	
Finland	7.25	0.13	9.99	17.37	4.80	13	22	20	Within	
France	7.25	1.57	107.67	116.49	17.47	99	134	141	Over	
Gabon	7.25	0.04	0.39	7.68	4.80	3	14	5	Within	
Gambia	7.25	0.05	0.02	7.32	4.80	3	14	5	Within	
Georgia	7.25	0.10	0.13	7.48	4.80	3	14	3	Within	
Germany	7.25	2.01	137.46	146.72	22.01	125	169	129	Within	
Ghana	7.25	0.64	0.27	8.16	4.80	3	14	15	Over	
Greece	7.25	0.27	12.28	19.80	4.80	15	25	17	Within	
Grenada	7.25	0.00	0.02	7.27	4.80	2	14	2	Within	
Guatemala	7.25	0.39	0.52	8.16	4.80	3	14	8	Within	
Guinea	7.25	0.29	0.02	7.56	4.80	3	14	4	Within	
Guinea-Bissau	7.25	0.04	0.02	7.31	4.80	3	14	4	Within	
Guyana	7.25	0.02	0.02	7.29	4.80	2	14	7	Within	
Haiti	7.25	0.25	0.06	7.56	4.80	3	14	7	Within	
Honduras	7.25	0.20	0.15	7.60	4.80	3	14	3	Within	
Hungary	7.25	0.24	5.12	12.61	4.80	8	17	11	Within	
Iceland	7.25	0.01	0.52	7.78	4.80	3	14	6	Within	
India	7.25	30.77	12.82	50.84	7.63	43	58	52	Within	
Indonesia	7.25	6.14	6.66	20.05	4.80	15	25	13	Under	2
Iran (Islamic Republic of)	7.25	1.91	6.85	16.01	4.80	11	21	12	Within	

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	Step 2.4 (5-2+3+4) Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	Step 2.5a (7-5-6) Lower limit midpoint minus down from the midpoint	Step 2.5b (7-5-6 or 14 posts) Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	No. of staff needed to be recruited from unrepresented and underrepresented Member States (11-7-9)
Iraq	7.25	0.84	1.31	9.40	4.80	5	14	3	Under	2
Ireland	7.25	0.11	8.05	15.41	4.80	11	20	21	Over	
Israel	7.25	0.19	7.62	15.06	4.80	10	20	13	Within	
Italy	7.25	1.48	85.62	94.35	14.15	80	109	129	Over	
Jamaica	7.25	0.07	0.21	7.53	4.80	3	14	5	Within	
Japan	7.25	3.08	208.54	218.87	32.83	186	252	83	Under	103
Jordan	7.25	0.18	0.42	7.85	4.80	3	14	14	Within	
Kazakhstan	7.25	0.40	2.33	9.98	4.80	5	15	6	Within	
Kenya	7.25	1.11	0.25	8.61	4.80	4	14	35	Over	
Kiribati	7.25	0.00	0.02	7.27	4.80	2	14	0	Un	2
Kuwait	7.25	0.08	5.26	12.59	4.80	8	17	0	Un	8
Kyrgyzstan	7.25	0.14	0.04	7.43	4.80	3	14	4	Within	
Lao People's Democratic Republic	7.25	0.17	0.04	7.46	4.80	3	14	1	Under	2
Latvia	7.25	0.05	0.90	8.20	4.80	3	14	2	Under	1
Lebanon	7.25	0.12	0.81	8.18	4.80	3	14	16	Over	
Lesotho	7.25	0.05	0.02	7.32	4.80	3	14	1	Under	2
Liberia	7.25	0.11	0.02	7.38	4.80	3	14	2	Under	1
Libya	7.25	0.15	2.73	13.13	4.80	5	15	1	Under	4
Liechtenstein	7.25	0.00	0.17	7.42	4.80	3	14	0	Un	3
Lithuania	7.25	0.07	1.41	8.73	4.80	4	14	5	Within	
Luxembourg	7.25	0.01	1.56	8.82	4.80	4	14	3	Under	1
Madagascar	7.25	0.57	0.06	7.88	4.80	3	14	8	Within	
Malawi	7.25	0.41	0.04	7.70	4.80	3	14	11	Within	
Malaysia	7.25	0.73	5.41	13.39	4.80	9	18	10	Within	
Maldives	7.25	0.01	0.02	7.28	4.80	2	14	4	Within	
Mali	7.25	0.38	0.08	7.71	4.80	3	14	5	Within	
Malta	7.25	0.01	0.31	7.57	4.80	3	14	4	Within	
Marshall Islands	7.25	0.00	0.02	7.27	4.80	2	14	0	Un	2

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	(5-2-3-4) Step 2.4 Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	(7-5-6) Step 2.5a Lower limit (midpoint minus down from the midpoint)	(7-5-6 or 14 posts) Step 2.5b Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status	Step 3 Representation status*	(11-7-9) No. of staff needing to be recruited from unrepresented and underrepresented Member States
Mauritania	7.25	0.10	0.04	7.39	4.80	3	14	5	Within	
Mauritius	7.25	0.03	0.25	7.53	4.80	3	14	6	Within	
Mexico	7.25	3.01	35.46	45.72	6.86	39	53	54	Over	
Micronesia (Federated States of)	7.25	0.00	0.02	7.27	4.80	2	14	1	Under	1
Monaco	7.25	0.00	0.23	7.48	4.80	3	14	0	Un	3
Mongolia	7.25	0.07	0.06	7.38	4.80	3	14	7	Within	
Montenegro	7.25	0.62	0.10	7.37	4.80	3	14	3	Within	
Morocco	7.25	0.81	1.19	9.25	4.80	4	14	10	Within	
Mozambique	7.25	0.64	0.06	7.95	4.80	3	14	3	Within	
Myanmar	7.25	1.30	0.19	8.74	4.80	4	14	9	Within	
Namibia	7.25	0.06	0.19	7.50	4.80	3	14	3	Within	
Nauru	7.25	0.00	0.02	7.27	4.80	2	14	0	Un	2
Nepal	7.25	0.68	0.12	8.05	4.80	3	14	10	Within	
Netherlands	7.25	0.41	31.84	39.50	5.93	34	45	37	Within	
New Zealand	7.25	0.11	4.87	12.23	4.80	7	17	10	Within	
Nicaragua	7.25	0.15	0.06	7.46	4.80	3	14	3	Within	
Niger	7.25	0.45	0.04	7.74	4.80	3	14	5	Within	
Nigeria	7.25	4.33	1.73	13.31	4.80	9	18	16	Within	
Norway	7.25	0.12	16.38	23.75	4.80	19	29	13	Under	6
Oman	7.25	0.10	1.96	9.31	4.80	5	14	1	Under	4
Pakistan	7.25	4.50	1.64	13.39	4.80	9	18	13	Within	
Palau	7.25	0.00	0.02	7.27	4.80	2	14	0	Un	2
Panama	7.25	0.10	0.50	7.85	4.80	3	14	6	Within	
Papua New Guinea	7.25	0.18	0.08	7.51	4.80	3	14	3	Within	
Paraguay	7.25	0.17	0.19	7.61	4.80	3	14	3	Within	
Peru	7.25	0.75	2.25	10.25	4.80	5	15	8	Within	
Philippines	7.25	2.43	2.96	12.64	4.80	8	17	22	Over	
Poland	7.25	0.93	17.73	25.91	4.80	21	31	11	Under	10

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	Step 2.4 Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	(7-5, 6) Step 2.5a Lower limit (midpoint minus down from the midpoint)	(7-5+6 or 14 posts) Step 2.5b Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	No. of staff needing to be recruited from unrepresented and underrepresented Member States (11-7-9)
Portugal	7.25	0.26	9.12	16.63	4.80	12	21	19	Within	
Qatar	7.25	0.06	4.02	11.33	4.80	7	16	0	Un	7
Republic of Korea	7.25	1.20	38.38	46.83	7.02	40	54	46	Within	
Republic of Moldova	7.25	0.08	0.06	7.39	4.80	3	14	5	Within	
Romania	7.25	0.53	4.35	12.13	4.80	7	17	11	Within	
Russian Federation	7.25	3.46	46.93	57.64	8.65	49	66	51	Within	
Rwanda	7.25	0.29	0.04	7.58	4.80	3	14	9	Within	
Saint Kitts and Nevis	7.25	0.00	0.02	7.27	4.80	2	14	6	Within	
Saint Lucia	7.25	0.00	0.02	7.27	4.80	2	14	2	Within	
Saint Vincent and the Grenadines	7.25	0.00	0.02	7.27	4.80	2	14	1	Under	1
Samoa	7.25	0.00	0.02	7.27	4.80	2	14	2	Within	
San Marino	7.25	0.00	0.06	7.31	4.80	3	14	2	Under	1
Sao Tome and Principe	7.25	0.00	0.02	7.27	4.80	2	14	0	Un	2
Saudi Arabia	7.25	0.71	16.63	24.59	4.80	20	29	5	Under	15
Senegal	7.25	0.35	0.12	7.72	4.80	3	14	9	Within	
Serbia	7.25	0.23	0.77	8.25	4.80	3	14	9	Within	
Seychelles	7.25	0.00	0.02	7.27	4.80	2	14	3	Within	
Sierra Leone	7.25	0.15	0.02	7.42	4.80	3	14	9	Within	
Singapore	7.25	0.13	7.39	14.77	4.80	10	20	15	Within	
Slovakia	7.25	0.13	3.29	10.67	4.80	6	15	5	Under	1
Slovenia	7.25	0.05	1.93	9.23	4.80	4	14	8	Within	
Solomon Islands	7.25	0.01	0.02	7.28	4.80	2	14	2	Within	
Somalia	7.25	0.26	0.02	7.53	4.80	3	14	2	Under	1
South Africa	7.25	1.29	7.16	15.70	4.80	11	21	20	Within	
South Sudan	7.25	0.29	0.08	7.62	4.80	3	14	1	Under	2
Spain	7.25	1.14	57.23	65.62	9.84	56	75	66	Within	
Sri Lanka	7.25	0.52	0.48	8.25	4.80	3	14	9	Within	
Sudan	7.25	0.94	0.19	8.38	4.80	4	14	8	Within	

Column No. 1	2	3	4	5	6	7	8	9	10	11
Member States	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	Step 2.4 (5-2+3+4) Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	(7-5-6) Step 2.5a Lower limit (midpoint minus down from the midpoint)	(7-5+6 or 14 posts) Step 2.5b Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	No. of staff needed to be recruited from unrepresented and underrepresented Member States (11-7-9)
Suriname	7.25	0.01	0.08	7.34	4.80	3	14	3	Within	
Swaziland	7.25	0.03	0.06	7.34	4.80	3	14	3	Within	
Sweden	7.25	0.23	18.48	25.96	4.80	21	31	28	Within	
Switzerland	7.25	0.20	20.15	27.60	4.80	23	32	30	Within	
Syrian Arab Republic	7.25	0.53	0.69	8.47	4.80	4	14	4	Within	
Tajikistan	7.25	0.20	0.06	7.51	4.80	3	14	5	Within	
Thailand	7.25	1.63	4.60	13.48	4.80	9	18	10	Within	
The former Yugoslav Republic of Macedonia	7.25	0.05	0.15	7.45	4.80	3	14	5	Within	
Timor-Leste	7.25	0.03	0.04	7.32	4.80	3	14	0	Un	3
Togo	7.25	0.17	0.02	7.44	4.80	3	14	4	Within	
Tonga	7.25	0.00	0.02	7.27	4.80	2	14	3	Within	
Trinidad and Tobago	7.25	0.03	0.85	8.13	4.80	3	14	13	Within	
Tunisia	7.25	0.27	0.69	8.21	4.80	3	14	11	Within	
Turkey	7.25	1.84	25.56	34.65	5.20	29	40	15	Under	14
Turkmenistan	7.25	0.13	0.37	7.75	4.80	3	14	1	Under	2
Tuvalu	7.25	0.00	0.02	7.27	4.80	2	14	0	Un	2
Uganda	7.25	0.94	0.12	8.31	4.80	4	14	18	Over	
Ukraine	7.25	1.09	1.91	10.25	4.80	5	15	13	Within	
United Arab Emirates	7.25	0.23	11.45	18.93	4.80	14	24	0	Un	14
United Kingdom of Great Britain and Northern Ireland	7.25	1.54	99.70	108.49	16.27	92	125	141	Over	
United Republic of Tanzania	7.25	1.23	0.17	8.65	4.80	4	14	5	Within	
United States of America	7.25	7.83	423.50	438.58	65.79	373	504	355	Under	18
Uruguay	7.25	0.08	1.00	8.33	4.80	4	14	16	Over	
Uzbekistan	7.25	0.71	0.29	8.25	4.80	3	14	11	Within	
Vanuatu	7.25	0.01	0.02	7.28	4.80	2	14	0	Un	2

Column No. 1	2	3	4	5	6	7	8	9	10	11
	Step 2.1 Membership factor	Step 2.2 Population factor	Step 2.3 Contribution factor	Step 2.4 Midpoint	Up and down from the midpoint (greater value of 15% of midpoint or 4.8 posts)	(7-5-6) Step 2.5a Lower limit (midpoint minus down from the midpoint)	(7-5-6 or 14 posts) Step 2.5b Upper limit (Greater value of midpoint plus up from the midpoint or 14 posts)	Step 3 No. of staff with geographical status*	Step 3 Representation status*	No. of staff needing to be recruited from unrepresented and underrepresented Member States (11-7-9)
Member States										
Venezuela (Bolivarian Republic of)	7.25	0.75	12.07	20.07	4.80	15	25	16	Within	
Viet Nam	7.25	2.25	0.81	10.31	4.80	6	15	4	Under	2
Yemen	7.25	0.61	0.19	8.05	4.80	3	14	7	Within	
Zambia	7.25	0.36	0.12	7.73	4.80	3	14	5	Within	
Zimbabwe	7.25	0.35	0.04	7.64	4.80	3	14	11	Within	
Totals	1 400	175	1 925	3 500				2 901		342

* Un = unrepresented, Under = underrepresented, Within = within range, Over = overrepresented.

Table 2
Comparative summary of the desirable ranges of Member States based on recommended changes

Column No. 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Desirable range	30 June 2014															
	Recommended change 1								Recommended changes 1 and 2							
Lower limit	Upper limit	Un*	Under*	Within*	Over*	Total	Un*	Under*	Within*	Over*	Total	Un*	Under*	Within*	Over*	Total
2	13											11	13	64		88
2	14	8	5	12		25	11	13	64		88					
3	13											1	3	11	4	19
3	14	4	16	65	3	88	1	4	25	7	37		1	13	4	18
4	14		2	11	4	17		1	2		3		1	2		3
4	15							2	3	1	6		2	3	1	6
5	14		2			2										
5	15		1	4	1	6		1	1		2		1	1		2
5	16							1	3		4		1	3		4
6	15		2			2										
6	16			1	1	2			1		1			1		1
6	17						1			1	2				1	2
7-9	16-19	2	0	8	3	13	1	0	9	3	13	1	0	9	3	13
10-16	20-25	1	2	9	2	14	1	2	9	1	13	1	2	9	1	13
18-49	28-66	0	4	8	2	14	0	4	8	2	14	0	4	8	2	14
56-99	75-134	0	1	1	4	6	0	1	1	4	6	0	1	1	4	6
119-373	161-504	0	3	1	0	4	0	3	1	0	4	0	3	1	0	4
Totals		15	38	120	20	193	15	32	127	19	193	15	32	126	20	193

* Un = unrepresented, Under = underrepresented, Within = within range, Over = overrepresented.

Table 3
Comparative analysis of the representation of individual Member States based on the recommended changes

Column No. 1	2	3	4	5	6	7	8	9	10	11	
	30 June 2014										
Member States	No. of staff		Rep. status*		Recommended change 1		Recommended changes 1 and 2				
	Lower limit	Upper limit	Rep. status*	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Rep. status*	
Afghanistan	3	14	1 Under	Under	3	14	Under	3	13	Under	
Albania	3	14	10 Within	Within	2	14	Within	2	13	Within	
Algeria	6	16	7 Within	Within	6	16	Within	6	16	Within	
Andorra	3	14	1 Under	Under	2	14	Under	2	13	Under	
Angola	3	14	0 Un	Un	3	14	Un	3	13	Un	
Antigua and Barbuda	2	14	1 Under	Under	2	14	Under	2	13	Under	
Argentina	12	21	37 Over	Over	11	22	Over	11	22	Over	
Armenia	3	14	10 Within	Within	2	14	Within	2	13	Within	
Australia	41	55	52 Within	Within	41	55	Within	41	55	Within	
Austria	18	28	30 Over	Over	18	28	Over	18	28	Over	
Azerbaijan	3	14	6 Within	Within	3	14	Within	3	14	Within	
Bahamas	3	14	6 Within	Within	2	14	Within	2	13	Within	
Bahrain	3	14	1 Under	Under	3	14	Under	3	13	Under	
Bangladesh	6	16	18 Over	Over	6	17	Over	6	17	Over	
Barbados	3	14	4 Within	Within	2	14	Within	2	13	Within	
Belarus	4	14	3 Under	Under	3	14	Within	3	14	Within	
Belgium	22	32	29 Within	Within	21	32	Within	21	32	Within	
Belize	2	14	2 Within	Within	2	14	Within	2	13	Within	
Benin	3	14	9 Within	Within	2	14	Within	2	13	Within	
Bhutan	2	14	2 Within	Within	2	14	Within	2	13	Within	
Bolivia (Plurinational State of)	3	14	6 Within	Within	2	14	Within	2	13	Within	
Bosnia and Herzegovina	3	14	3 Within	Within	2	14	Within	2	13	Within	
Botswana	3	14	8 Within	Within	2	14	Within	2	13	Within	
Brazil	58	79	38 Under	Under	58	79	Under	58	79	Under	
Brunei Darussalam	3	14	1 Under	Under	2	14	Under	2	13	Under	
Bulgaria	4	14	18 Over	Over	3	14	Over	3	14	Over	
Burkina Faso	3	14	4 Within	Within	2	14	Within	2	13	Within	
Burundi	3	14	7 Within	Within	2	14	Within	2	13	Within	

Column No. 1	30 June 2014											Recommended change 1			Recommended changes 1 and 2		
Member States	2		3		4, 5		6		7, 8		9		10, 11				
	Lower limit	Upper limit	Lower limit	Upper limit	No. of staff	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Rep. status*		
Cabo Verde	2	14	1	Under			2	14	Under			2	13	Under			
Cambodia	3	14	3	Within			2	14	Within			2	13	Within			
Cameroon	3	14	22	Over			3	14	Over			3	13	Over			
Canada	56	75	89	Over			56	75	Over			56	75	Over			
Central African Republic	3	14	2	Under			2	14	Within			2	13	Within			
Chad	3	14	1	Under			2	14	Under			2	13	Under			
Chile	9	19	26	Over			9	19	Over			9	19	Over			
China	119	161	71	Under			119	161	Under			119	161	Under			
Colombia	9	18	13	Within			8	19	Within			8	19	Within			
Comoros	2	14	0	Un			2	14	Un			2	13	Un			
Congo	3	14	4	Within			2	14	Within			2	13	Within			
Costa Rica	3	14	9	Within			3	14	Within			3	13	Within			
Côte d'Ivoire	3	14	3	Within			3	14	Within			3	13	Within			
Croatia	5	15	11	Within			4	15	Within			4	15	Within			
Cuba	4	14	5	Within			4	14	Within			4	14	Within			
Cyprus	3	14	3	Within			3	14	Within			3	13	Within			
Czech Republic	10	20	8	Under			10	20	Under			10	20	Under			
Democratic People's Republic of Korea	3	14	1	Under			3	14	Under			3	13	Under			
Democratic Republic of the Congo	4	14	11	Within			4	14	Within			4	14	Within			
Denmark	16	25	24	Within			15	26	Within			15	26	Within			
Djibouti	2	14	4	Within			2	14	Within			2	13	Within			
Dominica	2	14	1	Under			2	14	Under			2	13	Under			
Dominican Republic	4	14	7	Within			3	14	Within			3	14	Within			
Ecuador	4	14	14	Within			3	14	Within			3	14	Within			
Egypt	7	17	22	Over			7	17	Over			7	17	Over			
El Salvador	3	14	9	Within			2	14	Within			2	13	Within			
Equatorial Guinea	3	14	1	Under			2	14	Under			2	13	Under			
Eritrea	3	14	5	Within			2	14	Within			2	13	Within			
Estonia	3	14	4	Within			3	14	Within			3	13	Within			
Ethiopia	5	15	27	Over			4	15	Over			4	15	Over			

Column No. 1	10 June 2014										Recommended changes 1 and 2			
	2	3	4	5	6	7	8	9	10	11	Recommended changes 1 and 2			
Member States	Lower limit	Upper limit	No. of staff	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Rep. status*	Recommended changes 1 and 2			
Fiji	3	14	12	Within	2	14	Within	2	13	Within				
Finland	13	22	20	Within	12	23	Within	12	23	Within				
France	99	134	141	Over	99	134	Over	99	134	Over				
Gabon	3	14	5	Within	2	14	Within	2	13	Within				
Gambia	3	14	5	Within	2	14	Within	2	13	Within				
Georgia	3	14	3	Within	2	14	Within	2	13	Within				
Germany	125	169	129	Within	125	169	Within	125	169	Within				
Ghana	3	14	15	Over	3	14	Over	3	13	Over				
Greece	15	25	17	Within	15	25	Within	15	25	Within				
Grenada	2	14	2	Within	2	14	Within	2	13	Within				
Guatemala	3	14	8	Within	3	14	Within	3	13	Within				
Guinea	3	14	4	Within	2	14	Within	2	13	Within				
Guinea-Bissau	3	14	4	Within	2	14	Within	2	13	Within				
Guyana	2	14	7	Within	2	14	Within	2	13	Within				
Haiti	3	14	7	Within	2	14	Within	2	13	Within				
Honduras	3	14	3	Within	2	14	Within	2	13	Within				
Hungary	8	17	11	Within	7	18	Within	7	18	Within				
Iceland	3	14	6	Within	2	14	Within	2	13	Within				
India	43	58	52	Within	43	58	Within	43	58	Within				
Indonesia	15	25	13	Under	15	25	Under	15	25	Under				
Iran (Islamic Republic of)	11	21	12	Within	11	21	Within	11	21	Within				
Iraq	5	14	3	Under	4	15	Under	4	15	Under				
Ireland	11	20	21	Over	10	21	Within	10	21	Within				
Israel	10	20	13	Within	10	20	Within	10	20	Within				
Italy	80	109	129	Over	80	109	Over	80	109	Over				
Jamaica	3	14	5	Within	2	14	Within	2	13	Within				
Japan	186	252	83	Under	186	252	Under	186	252	Under				
Jordan	3	14	14	Within	3	14	Within	3	13	Over				
Kazakhstan	5	15	6	Within	5	15	Within	5	15	Within				
Kenya	4	14	35	Over	3	14	Over	3	14	Over				
Kiribati	2	14	0	Un	2	14	Un	2	13	Un				

Member States	30 June 2014										Recommended changes 1 and 2			
	2		3		4		5		6		7		8	
	Lower limit	Upper limit	Upper limit	No. of staff	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Lower limit	Upper limit	Lower limit	Upper limit
Kuwait	8	17	17	0	Un	7	18	Un	7	18	7	18	Un	Un
Kyrgyzstan	3	14	14	4	Within	2	14	Within	2	14	2	13	Within	Within
Lao People's Democratic Republic	3	14	14	1	Under	2	14	Under	2	14	2	13	Under	Under
Latvia	3	14	14	2	Under	3	14	Under	3	14	3	14	Under	Under
Lebanon	3	14	14	16	Over	3	14	Over	3	14	3	13	Over	Over
Lesotho	3	14	14	1	Under	2	14	Under	2	14	2	13	Under	Under
Liberia	3	14	14	2	Under	2	14	Within	2	14	2	13	Within	Within
Libya	5	15	15	1	Under	5	15	Under	5	15	5	15	Under	Under
Liechtenstein	3	14	14	0	Un	2	14	Un	2	14	2	13	Un	Un
Lithuania	4	14	14	5	Within	3	14	Within	3	14	3	14	Within	Within
Luxembourg	4	14	14	3	Under	4	14	Under	4	14	4	14	Under	Under
Madagascar	3	14	14	8	Within	3	14	Within	3	14	3	13	Within	Within
Malawi	3	14	14	11	Within	2	14	Within	2	14	2	13	Within	Within
Malaysia	9	18	18	10	Within	8	19	Within	8	19	8	19	Within	Within
Maldives	2	14	14	4	Within	2	14	Within	2	14	2	13	Within	Within
Mali	3	14	14	5	Within	2	14	Within	2	14	2	13	Within	Within
Malta	3	14	14	4	Within	2	14	Within	2	14	2	13	Within	Within
Marshall Islands	2	14	14	0	Un	2	14	Un	2	14	2	13	Un	Un
Mauritania	3	14	14	5	Within	2	14	Within	2	14	2	13	Within	Within
Mauritius	3	14	14	6	Within	2	14	Within	2	14	2	13	Within	Within
Mexico	39	53	53	54	Over	39	53	Over	39	53	39	53	Over	Over
Micronesia (Federated States of)	2	14	14	1	Under	2	14	Under	2	14	2	13	Under	Under
Monaco	3	14	14	0	Un	2	14	Un	2	14	2	13	Un	Un
Mongolia	3	14	14	7	Within	2	14	Within	2	14	2	13	Within	Within
Montenegro	3	14	14	3	Within	2	14	Within	2	14	2	13	Within	Within
Morocco	4	14	14	10	Within	4	15	Within	4	15	4	15	Within	Within
Mozambique	3	14	14	3	Within	3	14	Within	3	14	3	13	Within	Within
Myanmar	4	14	14	9	Within	3	14	Within	3	14	3	14	Within	Within
Namibia	3	14	14	3	Within	2	14	Within	2	14	2	13	Within	Within
Nauru	2	14	14	0	Un	2	14	Un	2	14	2	13	Un	Un
Nepal	3	14	14	10	Within	3	14	Within	3	14	3	13	Within	Within

Column No. 1	10 June 2014										Recommended changes 1 and 2			
	2	3	4	5	6	7	8	9	10	11	Recommended change 1			
Member States	Lower limit	Upper limit	No. of staff	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Rep. status*	Recommended change 1			
Netherlands	34	45	37	Within	34	45	Within	34	45	Within				
New Zealand	7	17	10	Within	7	18	Within	7	18	Within				
Nicaragua	3	14	3	Within	2	14	Within	2	13	Within				
Niger	3	14	5	Within	2	14	Within	2	13	Within				
Nigeria	9	18	16	Within	8	19	Within	8	19	Within				
Norway	19	29	13	Under	18	29	Under	18	29	Under				
Oman	5	14	1	Under	4	15	Under	4	15	Under				
Pakistan	9	18	13	Within	8	19	Within	8	19	Within				
Palau	2	14	0	Un	2	14	Un	2	13	Un				
Panama	3	14	6	Within	3	14	Within	3	13	Within				
Papua New Guinea	3	14	3	Within	2	14	Within	2	13	Within				
Paraguay	3	14	3	Within	2	14	Within	2	13	Within				
Peru	5	15	8	Within	5	16	Within	5	16	Within				
Philippines	8	17	22	Over	7	18	Over	7	18	Over				
Poland	21	31	11	Under	21	31	Under	21	31	Under				
Portugal	12	21	19	Within	11	22	Within	11	22	Within				
Qatar	7	16	0	Un	6	17	Un	6	17	Un				
Republic of Korea	40	54	46	Within	40	54	Within	40	54	Within				
Republic of Moldova	3	14	5	Within	2	14	Within	2	13	Within				
Romania	7	17	11	Within	7	17	Within	7	17	Within				
Russian Federation	49	66	51	Within	49	66	Within	49	66	Within				
Rwanda	3	14	9	Within	2	14	Within	2	13	Within				
Saint Kitts and Nevis	2	14	6	Within	2	14	Within	2	13	Within				
Saint Lucia	2	14	2	Within	2	14	Within	2	13	Within				
Saint Vincent and the Grenadines	2	14	1	Under	2	14	Under	2	13	Under				
Samoa	2	14	2	Within	2	14	Within	2	13	Within				
San Marino	3	14	2	Under	2	14	Within	2	13	Within				
Sao Tome and Principe	2	14	0	Un	2	14	Un	2	13	Un				
Saudi Arabia	20	29	5	Under	19	30	Under	19	30	Under				
Senegal	3	14	9	Within	2	14	Within	2	13	Within				
Serbia	3	14	9	Within	3	14	Within	3	14	Within				

Column No. 1	30 June 2014									
	2		3		4		5		6	
	Lower limit	Upper limit	Lower limit	Upper limit	No. of staff	Rep. status*	Lower limit	Upper limit	Rep. status*	Rep. status*
Member States	Recommended changes 1		Recommended change 1		Recommended changes 1 and 2		Recommended changes 1 and 2		Recommended changes 1 and 2	
Seychelles	2	14	3	Within	2	14	Within	2	13	Within
Sierra Leone	3	14	9	Within	2	14	Within	2	13	Within
Singapore	10	20	15	Within	9	20	Within	9	20	Within
Slovakia	6	15	5	Under	5	16	Within	5	16	Within
Slovenia	4	14	8	Within	4	15	Within	4	15	Within
Solomon Islands	2	14	2	Within	2	14	Within	2	13	Within
Somalia	3	14	2	Under	2	14	Within	2	13	Within
South Africa	11	21	20	Within	10	21	Within	10	21	Within
South Sudan	3	14	1	Under	2	14	Under	2	13	Under
Spain	56	75	66	Within	56	75	Within	56	75	Within
Sri Lanka	3	14	9	Within	3	14	Within	3	14	Within
Sudan	4	14	8	Within	3	14	Within	3	14	Within
Suriname	3	14	3	Within	2	14	Within	2	13	Within
Swaziland	3	14	3	Within	2	14	Within	2	13	Within
Sweden	21	31	28	Within	21	31	Within	21	31	Within
Switzerland	23	32	30	Within	22	33	Within	22	33	Within
Syrian Arab Republic	4	14	4	Within	3	14	Within	3	14	Within
Tajikistan	3	14	5	Within	2	14	Within	2	13	Within
Thailand	9	18	10	Within	8	19	Within	8	19	Within
The former Yugoslav Republic of Macedonia	3	14	5	Within	2	14	Within	2	13	Within
Timor-Leste	3	14	0	Un	2	14	Un	2	13	Un
Togo	3	14	4	Within	2	14	Within	2	13	Within
Tonga	2	14	3	Within	2	14	Within	2	13	Within
Trinidad and Tobago	3	14	13	Within	3	14	Within	3	13	Within
Tunisia	3	14	11	Within	3	14	Within	3	14	Within
Turkey	29	40	15	Under	29	40	Under	29	40	Under
Turkmenistan	3	14	1	Under	2	14	Under	2	13	Under
Tuvalu	2	14	0	Un	2	14	Un	2	13	Un
Uganda	4	14	18	Over	3	14	Over	3	14	Over
Ukraine	5	15	13	Within	5	16	Within	5	16	Within

Column No. 1	2	3	4	5	6	Recommended change 1		Recommended changes 1 and 2		
Member States	Lower limit	Upper limit	No. of staff	Rep. status*	Lower limit	Upper limit	Rep. status*	Lower limit	Upper limit	Rep. status*
United Arab Emirates	14	24	0	Un	14	24	Un	14	24	Un
United Kingdom of Great Britain and Northern Ireland	92	125	141	Over	92	125	Over	92	125	Over
United Republic of Tanzania	4	14	5	Within	3	14	Within	3	14	Within
United States of America	373	504	355	Under	373	504	Under	373	504	Under
Uruguay	4	14	16	Over	3	14	Over	3	14	Over
Uzbekistan	3	14	11	Within	3	14	Within	3	14	Within
Vanuatu	2	14	0	Un	2	14	Un	2	13	Un
Venezuela (Bolivarian Republic of)	15	25	16	Within	15	25	Within	15	25	Within
Viet Nam	6	15	4	Under	5	16	Under	5	16	Under
Yemen	3	14	7	Within	3	14	Within	3	13	Within
Zambia	3	14	5	Within	2	14	Within	2	13	Within
Zimbabwe	3	14	11	Within	2	14	Within	2	13	Within
Total			2 901							

* Un = unrepresented, Under = underrepresented, Within = within range, Over = overrepresented.